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ABSTRACT

Comprehensive guidance is offered on the organization, procedures, and responsibilities of public library boards. Individual chapters address the following topics: the legal context for public libraries, organizing the library board, the board and the library staff, the public library and its communities, budgeting for service, public relations, Friends of the Library, intellectual freedom, trustees and the lobbying process, associations of concern to trustees, the Alabama Public Library Service, the library board as evaluator, and the trustee orientation program. Library terms and acronyms are explained. A five-page bibliography is provided, and each chapter includes a summary. Appendices at the ends of the appropriate chapters include sample library board bylaws, elements of a library policy manual, model bylaws for Friends of the Library, American Library Association Bill of Rights and Freedom to Read Statement, a Freedom to View statement, budget and citizens request forms, annual review form for performance evaluation of the library director, a materials selection policy, rules and regulations for Alabama state aid to public libraries, and information on challenged materials, Alabama legislation related to intellectual freedom, and duties and responsibilities of the library board and librarian. (LMM)

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Chapter 1

Legal Context for Public Libraries

Introduction

The authority under which the public libraries of Alabama are formed is contained in Chapter 90, "Free Public Libraries," *Sections 11-90-1* to *11-90-4* of the *Code of Alabama, 1975.* There is also within the *Code* a seldom used section, Chapter 57, "Public Library Authorities," *Sections 11-57-1* to *11-57-26,* which allows for the creation of public library authorities by Alabama's municipalities as an alternate means of providing public library service. These authorities are incorporated entities which possess the power to issue bonds and "construct, enlarge, improve, equip and operate one or more projects" (library buildings). However, since there are few known public library authorities currently operating within the State of Alabama no further discussion of the option will be undertaken in this chapter.

Local Government Authority

11-90-1. Powers of counties and municipalities as to establishment and maintenance of free public libraries generally.

The county commissions of the counties of this state and municipalities, through their governing bodies, may establish and maintain or aid in establishing and maintaining free public libraries for the use of citizens of the respective counties or municipalities, either separately or in connection with public schools, and to that end may accept gifts, donations and bequests of land, building or money therefor and may make appropriations from the county or municipal treasury in support thereof in such sums as they may deem proper. *(Acts 1920, Ex. Sess., No. 93, p. 146; Code 1923, § 1545; Acts 1939, No. 198, p. 350; Code 1940, T. 55, § 285.)*

Section 11-90-1 provides broad authority to county commissions and the governing bodies of municipalities (city and town councils) to create and support "free public libraries." In addition, this section allows the county commissions and municipal councils to appropriate funds from the county or municipal treasury and accept gifts and funds for the support of the library from any legitimate source.

It is also possible for a school system to "contract with a public library for direct services" to be rendered to the school system according to a September 1, 1976 Attorney General's Advisory Opinion.*1* These contracts, growing more common within Alabama, usually provide reimbursement of the cost to the public library for bookmobile service or long-term loans of materials to the school system. Since direct service to primary and secondary students is the province of a school library or school media center, reimbursing a public library for providing programs or for program support of its school counterpart is a sound management practice.

Appointment/Service Board Members

§ 11-90-2. Library boards — Composition; appointment and terms of members; vacancies in office.

Public libraries created under *Section 11-90-2* are authorized to have five board members. To perpetuate staggered terms of office, the initial appointments are made in the following manner:

- one member appointed for one year;
- one member, for a term of two years;
- one member, for a term of three years;
- two members, for terms of four years.

After the initial term, all subsequent terms are for four years. The county commission or other governing body has the power to fill "all vacancies, including expired and unexpired terms."

This section of the *Code* applies only to public library boards appointed by a single county or municipality. Boards appointed by more than one governing body will be discussed later in this chapter.

The section dealing with board appointments is vague on the process for removing board members by the appointing authority. Some guidance on possible removals is contained in an Attorney General's Advisory Opinion of April 2, 1975. In this opinion, the Attorney General notes:

> **"it appears that a member of the Library Board may be removed before their (sic) term is ended only when the Board member is not acting in the best interest of the citizens of the county in connection with their public library."**[2]

Powers of a Public Library Board

§ 11-90-3. Same — Powers and duties.

a) The library board shall have full power and authority to:

• Control the expenditure of all funds received or appropriated for such libraries;

• Erect or rent buildings to cost not in excess of the funds available to it;

• Purchase books and equipment;

• Provide a system of library service to be made easily available to all citizens of the county or municipality through central library branches, stations, book truck service or other appropriate means.

• Elect a librarian and other employees; and

• Manage and control the said library in order to carry out the full intent and purpose of this chapter.

b) A careful and complete record and set of books shall be kept by the library board, showing the proceedings of their several meetings and the receipts and disbursements in detail of all funds.

c) In counties where a city having a population of not less than 65,000 already maintains a free public library, a separate county library board need not be appointed, and the county libraries and the appropriations authorized shall be administered by the governing board of such free public library on such terms as may be agreed upon between the county commission and the said governing board. *(Acts 1919, No. 763, p. 1124; Code 1923, § 1547; Acts 1939, No. 200 p. 351; Code 1940, T. 55, § 287.)*

As a unique entity under Alabama law, the library board will occasionally find itself in internal or external discussions over what it may not do under the *Code*. Although somewhat limited by legislation, the public library board's authority can be summarized in the phrase "the library board shall have full power and authority."

A library board created by a single county or municipality has the legal right to handle its own accounts and expend library revenues for purposes of carrying out the full intent and purpose of the library. For example, the Attorney General has advised that, if it so desires, a public library board may choose to separately administer the funds received from its originating authority (county or municipal government) and from monies raised from private sources.[3]

In whatever manner a public library chooses to handle its funds, the *Code* requires accurate bookkeeping, including the proceedings (minutes) of meetings and the receipts and disbursements in detail of all funds.

A library board has the authority to provide for library buildings and carry out library services. Additionally, a library created by a single county or municipality has the right to hire and dismiss its own employees. This right, exercised in full compliance with state and national laws, cannot be circumvented by the governing authority. However, it may be transferred from the library board to the county or municipality by contractual agreement.

It is possible for library staff to

receive the same benefits provided for county or municipal employees without the library board losing its governing authority. A June 9, 1977, Alabama Attorney General's Advisory Opinion allows an employee of a county library board to be considered a "county employee" for purposes of participating in county's group hospitalization plan. A similar opinion allows a municipality to take "whatever actions it deems necessary" for employees of its public library board to participate in the State Employees Retirement System.[4]

A public library board may deliver library service in a variety of ways. The ability of the board to "manage and control" the library in order to carry out the full intent and purpose of the law provides an enormous authority. This power is tempered by statutes cited later in this discussion. Public library boards must operate within the broad restrictions of the public library laws. There are several methods of insuring that a library board is acting in compliance with the law.

> "The full power and authority (of a library board) to act as provided in *Section 11-90-3* carries with it the implied duty to do so without malfeasance, misfeasance, or nonfeasance. Malfeasance, as it applies to the library board member, is the wrongful or unjust doing of some act which the doer has no right to perform. An example of malfeasance would be for a library board member to support a board action which is not legal under the aforementioned section of the Alabama Code (power and authority to act is not granted.) Misfeasance as it applies to the library board member is a misdeed or trespass. It is doing what you are legally obligated to do but doing it improperly. An example of misfeasance would be keeping inadequate records and books. Misfeasance involves improper performance of your legal duties as a library board member. Nonfeasance is an ommission to perform your duty, or a total neglect of duty. Your failure to keep a "careful and complete record and set of books" as charged by the law would constitute nonfeasance. Malfeasance, misfeasance, or nonfeasance on your part as a library board member could leave you open for personal liability. Anytime a question comes before your board that raises an issue not clear under the aforementioned Alabama Code section, certainly you would be wise to seek legal counsel. Depending upon the nature of your library, legal help should be available from the county attorney or city attorney. You also have the State Attorney General's office to look to for help. You may request an opinion from the Attorney General, who is the chief legal officer of the State, and your reliance upon his advisory opinion would relieve you from personal liability should litigation follow. While the Attorney General's opinion is not law, it does protect you individually and personally.
>
> The library board should seek an Attorney General's Advisory Opinion before making a decision where the legality is uncertain. Your library board can write directly to the Attorney General and receive an answer to their (sic) questions. It is strongly suggested that you contact APLS and ask them for help because they will: 1) help the board put the request in the right form—APLS has an Assistant Attorney General assigned to work with it on a regular basis, and 2) if the matter has wide implications, APLS can inform the other public libraries of the opinion."[5]

§ 11-90-4. Establishment and maintenance of joint library service.

> **In lieu of establishing or maintaining free public libraries exclusively for a single county or municipality, the library board of any county or municipality (sic) free public library may contract, in behalf of the political unit represented by such local library board, or the political unit represented by such local library board, with the library board of another political unit or governmental agency to establish or maintain joint library service, the terms of which to be agreed upon by the contracting parties. Where there is no existing public library, the power to contract shall vest in the county commission of the county or the governing body of the municipality.**
>
> **This conferred power includes the determination of the basis and personnel of representation of the local political units on the joint library board administering the joint library service. The joint library board shall have the powers and duties of county or municipal library boards. County and municipal library boards or joint library boards shall have the power to cooperate with all state and federal agencies and institutions.**
>
> **All municipal, county and joint library boards shall from time to time submit such records and reports as may be required by the Alabama Public Library Service. Nothing in this section shall be construed as to infringe upon any municipal charter provisions governing the administration of existing free public libraries.** *(Acts 1919, No. 763, p. 1124; Code 1923, § 1548, Acts 1939, No. 201, p. 352; Code 1940, T. 55 § 288.)*

Although the term is not explained in the *Code*, many joint libraries have, along with most of Alabama's county libraries, been designated as regional libraries by the Alabama Public Library Service (APLS). Unless altered by the contractual agreement, joint libraries have the same powers and duties of county or municipal libraries. *Section 11-90-4* is the foundation for the present existence of all of Alabama's multi-county joint libraries. It is a standing recommendation of the Alabama Public Library Service that all agreements under this section should be evaluated periodically in order to insure their responsiveness to the changing demands for library services.

The need to adjust existing joint library structures to meet current library service realities resulted in the publication in 1981 of *Guidelines for Developing or Revising Agreements to Establish Joint Libraries in Alabama.* This advisory document was released February 15, 1981 as *APLS Administrative Memorandum No. 81-5.*

Local Government

All Alabama public libraries are creations of local government units. Yet, by virtue of the enabling statute, public library boards are given a remarkable degree of independence from the control of the county commissions or municipal councils which brought them into being.

On a practical basis, the independence of a public library board does have its limits. Without valid resolutions or ordinances creating the library and regularly appointing its members, the library cannot function. Local governing bodies can attach conditions to local library appropriations. If it accepts the funding, the board - so long as the conditions are within the law - must abide by their terms.

Local government may have an effect on a public library's operations through local regulations for zoning, health and so forth. In cases where the public library is a joint library, any of the contracting parties, should they wish, have the power to withdraw from the agreement creating the library.

In a more positive vein, local governments frequently make available, at no charge to the library, the services of the county or municipal attorney to assist the library in legal matters.

Other State Legislation

- *Ethics Legislation*

Members of Library Boards existing for cultural purposes within the State of Alabama are not covered by the provisions of the amended and re-enacted Ethics Act. However, any employee of the Library Board who earns $15,000 or more annually or who has administrative and discretionary authority over the receipt or expenditure of public funds is included within the provisions of the law and must comply with the financial reporting requirements. *(Alabama Ethics Committee ruling of December 16, 1976)*[6]

As such, library boards were declared to be exempt from the provisions of the Ethics Act. However, library staff earning $15,000 or more annually or who have "administrative and discretionary authority" over library monies must comply with the financial reporting requirements of the law. All public library directors, by virtue of their office, should file such reports.

- *Sunshine Law, Section 13-5-1 Code of Alabama, 1975*

§ 13-5-1. Executive or secret sessions of certain boards.

No executive or secret session shall be held by any of the following named boards, commissions or courts of Alabama, namely: Alabama public service commission; school commissions of Alabama; board of adjustment; state or county tax commissions; any county commission, any city commission or municipal council; or any other body, board or commission in the state charged with the duty of disbursing any funds belonging to the state, county or municipality, or board, body or commission to which is delegated any legislative or judicial function; except, that executive or secret sessions may be held by any of the above named boards or commissions when the character or good name of a woman or man is involved.

Any person or persons violating any of the provisions of this section shall be guilty of a misdemeanor and, upon conviction, shall be fined not less than $10.00 nor more than $500.00. Any person who remains in attendance upon any meeting of any of the above named boards or bodies which is being held in secret or executive session shall be deemed guilty of violating the provisions of this section. *(Acts 1915, No. 278, p. 314; Code 1923. § 5254, 5255; Code 1940, T. 14, § 393, 394.)*

As boards charged with "disbursing . . . funds belonging to the state, county or municipality," the governing bodies of Alabama's public libraries are subject to the provision of *Section 13-5-1* of the *Code of Alabama 1975,* commonly known as Alabama's Sunshine Law.

Although the Sunshine Law allows closed sessions "when the character or good name of a woman or man is involved," the Alabama Supreme Court decision in *Miglionico v. Birmingham News Co.,* 378 So. 2d 677 (Ala. 1979), limited this exception to discussions specifically relating to a person's character, general reputation, honesty or integrity. Under such restrictions, a library board seeking to hire a new director would have to discuss all but the character-related issues during a public session.[7]

- *Bid Law*

Public libraries are subject to the requirements of what has become known as the *Bid Law*, including the necessity of assuring "free and open competitive bidding" for the "purchase or lease of materials, equipment, supplies or other personal property involving $2,000 or more." *(Section 41-16-50 (a), Code of Alabama, 1975.)*

Section 41-16-51 of the *Code* exempts several items from the bid law, including: a) "Purchase of maps or photographs from any federal agency" and b) "Purchases of manuscripts, books, maps, pamphlets or periodicals."

Although all public libraries are subject to bid items valued at $2,000, some libraries operate within communities which require competitive bids at lower figures. In such instances, the public libraries, as a condition of continued funding, may be required to work within local policies regarding the purchases of non-exempt library materials.

It is a misdeameanor for members of public library boards to benefit from the letting of contracts or to willfully violate the provisions of the Bid Law *(Section 41-16-60)*. Dividing contracts or purchases involving an amount "in excess of $2,000" into lesser amounts to avoid bidding results in the voiding of the contracts *(Section 41-16-54 (d))*.

The law allows a public library board to enter into an agreement with the county or municipality which created the library to allow the unit of local government to handle library purchases or leases which require the use of the bid process. *(Section 41-16-50 (b))*. Since local governments generally put items out to bid more often than public libraries, this procedure is particularly useful in allowing the library to work within the law while limiting its demands on the library staff.

- *Sales Tax*

According to the Sales and Use Tax Division of the State Department of Revenue, Alabama public libraries "as agencies of the municipalities and counties" are exempt from payment of the Sales Tax.

- *Workmen's Compensation*

The Workmen's Compensation Division of the State Department of Industrial Relations has advised that public libraries are required to provide workmen's compensation benefits to its employees.

Summary

As with any public agency, the public libraries of Alabama operate within a sometimes confusing legal context. The trustees who form the membership of library governing boards must carry out their public trust according to the specific sections of the *Code of Alabama, 1975* which concern public libraries and general sections of the *Code* dealing with such areas as ethics in government, open meetings, the bid process, sales taxes and workmen's compensation. Both local governments, through purchasing procedures and legal advice from county or municipal attorneys, and state government, through the Office of the Attorney General and the Alabama Public Library Service, can and often do assist library boards in their efforts to carry out their responsibilities fully within the law.

I — FOOTNOTES

[1] Attorney General's Opinion of September 1, 1976 to Bill Summers, Director, Shelby County Library.

[2] Attorney General's Opinion of April 2, 1975 to F. Gillis Doughtie, Director, Montgomery City-County Public Library.

[3] Attorney General's Opinion of May 31, 1978 to J. Channell, Millbrook Public Library.

[4] Attorney General's Opinion of June 9, 1977 to Patrick H. Tate, County Attorney, DeKalb County Commission.

[5] Robert R. Criss, "The Legal Environment" in *Who Runs Your Library?: Proceedings of the 1978 Library Trustee Conference* (Auburn, Ala: Auburn University, 1978), pp. 54-55.

[6] Melvin G. Cooper to Mozelle Cummings, December 20, 1976, Official Files, Alabama Public Library Service, Montgomery, Alabama.

[7] Sarah M. Spratling to Bill Crowley, March 25, 1981, Official Files, Alabama Public Library Service, Montgomery, Alabama.

Chapter 2

Organizing the Library Board

Bylaws and Board Responsibilities

As discussed in the previous chapter, the *Code of Alabama* grants considerable authority to a public library board. In return, the law expects the members of the board to conduct the public's business in full recognition of the fact that, individually and collectively, they are legally responsible for their actions.

The creation of bylaws provides a unique opportunity for a library board to consider how it will assume this responsibility while establishing rules for governing its actions.

The following outline may be used as a guide.

An Outline for Model Bylaws

Article I

cite state law and legal action creating the library
state number of members on Board
state method of appointment
state limitations on term of service
state method of replacing a member
state term of office

Article II

place and time of regular meetings
open to the public: required by law (Section 13-5-2)
requirements for quorum
adoption of *Robert's Rule of Order, Newly Revised*
annual election of officers - when, where?
circumstances requiring special meetings?

Article III

duties of officers
duties of committees
duties of individual trustees

Article IV

responsibilities and relationships of director
(Place job description in Staff Manual.)

Article V

method of adoption or amendment of bylaws

Article VI

order of business for a regular meeting.

Date of Adoption______________ 1

The board may feel comfortable in adding to or deleting from this outline. As with most of the recommendations in this *Handbook*, the outline is presented as a point of departure for board action.

Officers

A public library board can and should establish a number of board officers through its bylaws. Normally, the creation of the positions of Chairman, Vice-Chairman, Treasurer and Secretary is suggested.

The Chairman

Qualifications

The chairman is a duly appointed member of the board and is elected by the majority of the board of trustees to be the chief executive and leader of the board. In selecting a chairman, the trustees should consider the following leadership skills:

- Ability to create an atmosphere in which people work productively;
- Ability to organize and coordinate work, delegate assignments and monitor the progress of the group;
- Ability to interpret important factors relating to any problem at hand;
- Ability to communicate with others in a clear, concise way, both in writing and verbally;
- Ability and willingness to devote time and energy to achieving the mission and goals of the library.

Duties and Responsibilities

- Calls and presides over all board meetings; plans meetings; prepares agenda with Director and sometimes the Executive Committee; establishes atmosphere rules for meetings so that everyone has the chance to be heard; and
- Appoints permanent and temporary committees for specific assignments.
- Monitors the progress of committees between meetings and provides additional assistance as needed.
- As the chief *spokesman* and public symbol, the chairman frequently gets the praise and blame for activities of the library board. He/she gives interviews to all media, speaks at public meetings, governmental hearings, etc.
- As the chief *representative* of the board, the chairman serves on local, regional or national task forces and committees.
- As the chief *executive officer* of the board, the chairman works closely with the Director and staff between meetings and on special issues. (However, the chairman is only a member of the board and cannot make policy, budget or other decisions unilaterally, unless prior delegation of such authority and instruction has been voted by the board.)
- As chief *executive officer* of the board, the chairman works with elected officials on major issues such as:
  1. appointment of trustees;
  2. library budgets and salaries;
  3. building projects; and
  4. other major or critical issues.
- As chief *executive officer* of the board, the chairman receives and analyzes all mail addressed to the board and works closely with the secretary to assure follow-up.

Vice Chairman

Qualifications

The vice chairman should have the same leadership skills as the chairman.

Duties and Responsibilities

- Conducts meetings and handles board business in the absence of the chairman.
- May be delegated the responsibility for monitoring the activities of several committees if the board's workload is heavy and there are many deadlines to meet.

Special Information

- In case of resignation or death of the chairman, the vice chairman automatically becomes the chairman unless the bylaws provide for other methods of succession.
- The vice chairman presides in the absence of the chairman or whenever the chairman temporarily vacates or steps down from the position.
- If the chairman should be absent for a long period of time, the vice chairman may exercise all duties of the chairman except to change or modify any rules made by the chairman.
- The vice chairman may not fill vacancies where the bylaws state that such vacancies are to be filled by the chairman.
- In cases where the vice chairman becomes the chairman, the office of vice chairman is filled according to the bylaws.

Treasurer

Qualifications

- An understanding of budgeting methods
- An inquiring and analytical mind
- The ability to understand and explain complex financial systems to others
- The ability to ask questions without offending
- Time and commitment to the task of analyzing financial management of the library

Duties and Responsibilities

- Responsible for all of the library's financial monitoring
- Usually chairs the budget and finance committee
- Usually signs all checks and/or vouchers if the library does not have another agreement with its funding body
- Working closely with the librarian, makes regular financial reports to the board

Secretary

Qualifications

- Knowledge of organization
- Quick, perceptive mind
- Accuracy and speed in taking notes
- Clear speaking and reading voice
- Ability to draft understandable but concise, diplomatic letters and reports
- Good organizational skills

Duties and Responsibilities

- Issues all calls or notices of meetings for the board and committees
- Takes the official minutes of all board and committee meetings (or reviews and certifies the staff secretary's minutes for accuracy)
- Prepares roll call lists and calls the roll when necessary
- Presides at meetings when the chairman and vice chairman are not present
- Assists the chairman in adhering to the agenda
- Assists the chairman with parliamentary procedure if no parliamentarian is present
- Brings reference material to all meetings including:
    1. Articles of incorporation;
    2. Bylaws;
    3. Previous minutes;
    4. Policy Manual;
    5. Book of Parliamentary procedure; and
    6. List of unfinished business.
- Records names of all committee appointments and notifies all persons nominated or elected to be on committees. . .provides the committee chairman with lists of members with instructions for the committee
- Reads all papers that may be called for by the board
- Authenticates by signature all records and documents
- Handles all correspondence and distribution of mail, often with the assistance of the library staff . . .and follows through to assure that all correspondence requiring replies has been answered
- May be assigned to write or edit newsletters, condense committee reports for publication and edit committee reports. . .may be responsible for replacing notices, stories or other material in organizations' newsletters.

Note: Since the duties of a competent secretary are numerous, the library staff may handle the paperwork. It should be mutually agreed upon in advance and in writing which responsibilities will be assumed by the staff. The secretary should work closely with the Director in these areas.

In order to avoid legal problems it is wise to have an attorney look over the by-laws.

Summary

The effective functioning of a library board often depends on the soundness of its bylaws and the efficiency of the board officers. Bylaws should be designed and developed as tools to assist the board in leading the library to achieve its service objectives and to meet its own legal responsibilities under the *Code of Alabama, 1975.* Particularly crucial to the success of this effort is the board chairman who has the responsibility of coordinating the work of board committees and conducting productive board sessions. His or her duties, as well as the assignments of the other board officers, should be fully understood and incorporated into the bylaws which should be reviewed periodically.

Appendix II-A

Alabama law permits a library board of trustees to adopt bylaws as a legal document guiding the board in its policy-making role. The kind of structure chosen becomes the basis for rational and consistent board action and provides the continuity as boards change. Bylaws need not be elaborate but should cover the basic structure under which the board conducts its business.

Sample Bylaws for a Library Board

Article I: *Name, Board Membership and Responsibilities*

- The name of this organization is the Board of Trustees of the Public Library, (Location) Alabama. The board shall have those duties and responsibilities authorized by the *Code of Alabama, 1975* Section 11-90-1 et seq.
- The Board of Trustees is comprised of (number) trustees appointed by (indicate method of appointment for the specific board).
- The first members of this board shall be named to staggered terms of one, two, three and four years. Thereafter, the term of office is four years. Vacancies are filled in the manner by which members are regularly named and are filled for the remainder of the unexpired term.
- A trustee can be removed only by a majority vote of the appointing authority and only upon a showing of good cause.
- Trustees serve without compensation except that necessary traveling and subsistence expenses incurred may be paid from the public library fund.

Article II: *Meetings, Officers*

- The regular meeting of the Board of Trustees shall be held at (time) on (day of the month) at (location). The board will abide by all requirements of Alabama law regarding open meetings.
- The annual meeting is that held for the purpose of electing officers.
- A quorum of the board consists of (number) members.
- Robert's Rule of Order, latest revision, shall govern the proceedings of the board and of its committees to the extent applicable.
- Special meetings may be held at any time when called by the Chairman or at the request of (number) members. All members must be notified at least (specify amount of time) in advance of a special meeting. Only items on the announced agenda may be considered at a special meeting.

Article III: *Officers and Duties*

- The officers of the board committee shall be a Chairman, Vice Chairman, Treasurer and a Secretary. The board may name such other officers as it deems to be needed.
- Officers are elected (annually) at the regular meeting of the board in (month) and shall take office in (month) to serve for (term). No member may serve longer than

____

- The Chairman shall (insert duties)
- The Vice Chairman shall (insert duties)
- The Treasurer shall (insert duties)
- The Secretary shall (insert duties)
- The Board of Trustees may function as a committee of the whole without appointment of standing committees.

The board may establish standing committees, which shall make regular reports. Membership on a standing committee shall be for one year by appointment of the chairman. (If the board wishes to establish standing committees, such committees may be listed and defined by the bylaws).

Special committees may be authorized and appointed by the chairman for special, limited purposes and shall serve only until completion of the assignment.

Article IV: *Library Director*

- The board shall retain a qualified Director who shall administer policies adopted by the board; employ, direct and supervise staff members; prepare required reports; recommend policies and procedures and promote effective library service.
- The job description of the library Director and all other library job descriptions shall be placed in the staff manual.

Article V: *Adoption or Amendment of Bylaws*

- Amendments to these bylaws or to any policy documents of the board may be adopted by a majority vote of members of the board present at a regular meeting subsequent to notification of the proposed change.

Article VI: *Order of Business for a Regular Meeting*

Parliamentary procedure is the accepted method of conducting business which allows everyone to be heard as part of an oderly process. *Robert's Rules of Order Newly Revised* is normally used as the basis for parliamentary procedure.

The order of business for each regular meeting of the board shall include the following, not necessarily in the order listed:

Call to order
Roll call
Minutes of the previous meeting for action
Correspondence to the board
Recognition of visitors and establishing time limits for presentations
Financial reports
Report of the librarian, to include statistical and program information.
Reports of officers and committees
Unfinished business
New business
Adjournment

Article VII: *Date of Adoption*

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Chapter 3

The Board and the Library Staff

Introduction

With the responsibilities for providing library service outlined in the *Code of Alabama 1975*, the authority granted to the Board of Trustees to "elect a librarian and other employees" carries enormous importance. As the *Code* implies and public experience proves, a public library cannot be maintained solely through volunteer efforts.

In recognition of the fact that Alabama's library administrators supervise other staff, he or she will be referred to throughout this *Manual* as the library Director.

The Process of Selecting a Director

It is difficult to identify a more important board function than the employment of the library director. When selecting a director, it is recommended that the board employ an individual with a master's degree in library science from a program accredited by the American Library Association (ALA).

The board should appoint a Search Committee of no more than seven people to coordinate a search for a director. Appointees to the committee may include board members, representatives of the Friends of the Library, a librarian from another public library and/or representatives from the library staff.

Since the search for a director may take months, the board should outline the responsibilities of the director along with the experience and training the board will be seeking in candidates for the position.

This job description and qualifications outline may be created with the assistance of the Search Committee and/or the present director, if he is currently holding that position.

In order to provide the largest

pool of potential candidates and to assure compliance with the various statutes and court decisions outlawing discrimination, the library board should list the upcoming vacancy with the library publications in time to meet publication deadlines.

Suggested publications to be contacted include:

Cottonboll — Alabama Public Library Service (bi-monthly, free listing)
American Libraries (fee)
Library Journal (fee)
LJ/SLJ Hotline (fee)

In addition, the library board may wish to include the ad in the *Jobline* of the Alabama Public Library Service. The *Jobline* is mailed regularly to all accredited library schools and state library agencies in the southeast.

Once a director is hired, it is crucial that the library board define its relationship with the individual it has chosen to administer the day-to-day affairs of the library. Since the board cannot abrogate its ultimate legal responsibility for activities, defining the role of the board and director may be, next to hiring the director, the most important decision a board can make.

One of the best efforts to provide guidance in the area of director-board relations is contained in the section "A Working Partnership" found in *Wheeler and Goldhor's Practical Administration of Public Libraries: Completely Revised by Carlton Rochell* and is reproduced below.

". . . the director shares responsibility with the board. In some instances the board has the greater responsibility and makes the major decisions; in others the director does. In small-town libraries with part-time or insufficiently trained directors, the board naturally plays a larger part in decisions and details than it does in a large city organization with a professional staff. Actually, what is "policy" and what is "administration" is a policy question itself, and the board has to decide it; but it should be clarified each time the board appoints a new director. With responsibility must go authority; therefore lines of demarcation are needed. The logical place to define these boundaries is the bylaws of the board. The director foresees needs and policies, marshaling facts and opinions pro and con, presenting recommendations so that the trustees can decide whether to support them. The director will then either carry out the decisions reached, or obtain further information if required in order for the trustees to reach a satisfactory conclusion - one that is satisfactory to the board and to all concerned.

The director keeps in close touch with the board president and committee chairmen, goes over problems and agenda with them, gets to know the trustees individually, and sees that they visit library departments and branches and become acquainted with operations and staff. In this way and other ways, each new trustee and indeed the whole board are educated as to what the library is all about.

The board has an obligation to question the director and to request data to support ideas and recommendations presented to it. These can be refined and strengthened through discussion with committees of the staff. Trustees with a wide range of experience and attitudes should serve as the director's sounding board while allowing full administrative freedom. The board should never interfere with the routine or in the details of management. Having chosen a competent head it should expect the head to exercise the initiative, do the work, and assume the responsibility for it. In this matter of a clear division of functions, everything depends on the choice of a competent director. The selection of this official is therefore the most important library board function.

When either trustees or director feel antagonism growing up between them, frank discussion to compose their differences is profitable. Unless the board intends an ultimatum or dismissal, it should review mistakes or shortcomings of the director in a manner that will allow them to be rectified. The board should hear the director's version of the situation and accept criticism regarding viewpoints, actions, and failures of the board.

In brief, the respective roles of the trustees and the library director may be summarized as follows:

The Board

- Is entrusted with the library on behalf of the owners;
- Determines the character and quality of the service and program;
- Decides whether the library is to be great rather than mediocre, either by supporting the director or by leadership;
- May provide the continuity;
- Judges collectively; selects and reviews alternatives; knows what is going on; takes time to find out, prepares, explains, and defends the budget;
- Stands up against censorship attacks and ensures that book selection practices do not render the library vulnerable to censorship.

The Director

- Prepares the choices, assembles the facts, makes a recommendation, abides by the decision;
- Looks ahead and prepares plans;
- Keeps the trustees informed; establishes priorities;
- Prepares and reviews a workable program."*1*

The Board and the Other Staff

Although several Alabama public libraries have agreed to employ their staff through city or county civil service systems, most library boards have retained the power to hire and fire staff as outlined in the *Code of Alabama 1975*. As noted earlier, this power is broad, explicit and worth repeating: "the library board shall have full power and authority to: . . . elect a librarian and other employees." *(Section 11-90-3 (a) (5))*.

As a matter of procedure, a library board should delegate its authority over personnel to the director utilizing written personnel policies. After adoption by the board, these policies should be distributed to new and existing staff. Personnel policies, as well as circulation, acquisition and other pertinent policies should also be distributed to staff members. Just as the bylaws of the board outline how it will conduct its business, the policies represent how the board will actually operate the public institution given into its care. An outline of the items which should be addressed through library policies is reproduced as Appendix III-B.

The board must take care not to undermine the authority of its director. All communications between the board and the staff should proceed through the director. Because the director is always held responsible for the operation of the library, he or she must be accorded the authority necessary to achieve the objectives set by the board.

Volunteers

The information demands of modern society have made it impractical to operate a public library solely through the use of donated labor, however, the use of volunteers can be an excellent means of extending the library's services. Effective volunteer programs generally require that the individuals offering their talents to the library should, as far as possible, be treated as if they were paid staff. Volunteers working in library programs should be recruited for specific positions with properly developed job descriptions and should regularly be evaluated on the effectiveness of their service.

Summary

Crucial to the success of a public library's program is the selection by the library board of a qualified director. Properly undertaken, the selection process should involve extensive planning by the board. Although the board selects the director, the employment and supervision of subordinate staff should be delegated to the director, who, in turn, should be held accountable by the board for their actions. Although a public library can no longer operate solely with volunteer labor the organized use of volunteers can, in conjunction with the efforts of the paid staff, materially enhance the public library program.

III—FOOTNOTES

[1] Joseph Lewis Wheeler and Herbert Goldhor, *Wheeler and Goldhor's Practical Administration of Public Libraries,* revised by Carlton Rochell (New York: Harper & Row, 1981), pp. 33-34. Reproduced by permission of the publisher, (c 1981)

Appendix III-A

Reprinted by permission of the Illinois State Library From *Illinois Libraries:* "Interview With a Fired Librarian," March, 1977, pp. 224-228.

The following interview is real, but the names and locations are kept confidential for obvious reasons. Trustees and librarians are urged to read this in connection with the discussion sheet on **Firing a Librarian.**

Interviewer: Tom, you have resigned as librarian, but I understand you were really fired. Is that true?

Tom: Publicly, I resigned. It is supposed to look better on my work record. Privately, I was told I'd be fired unless I took that way out. I didn't like it, but there was nothing else to do.

Interviewer: Why were you asked to leave?

Tom: Darned if I really know! I thought I was doing a good professional job. I know my business, and I still feel I was good for the library and the staff.

Interviewer: But they must have told you why you were asked to leave?

Tom: Well, the board president did come in one day, without warning, to suggest I bring my resignation to the the next board meeting. He was pretty uncomfortable, I could tell. Why, two days before we had had lunch and everything was fine. Not one word of criticism then.

Interviewer: But he must have given you some reason.

Tom: He said the board members had been calling him and telling him I had to go. I asked him why. He said the board was unhappy with the way I did my job and thought I wasn't doing what they wanted, and they thought someone new would work out better.

Interviewer: Did you ask for better reasons?

Tom: I sure did. I was caught flat-footed. He just walked in and hedged a little and then said he wanted the resignation instead of having to fire me. So I told him I knew of a few things the board members didn't like — like my being gone for a week at ALA. But nothing was said at the board meeting, and I thought I had explained myself to the board member who complained. In fact, she seemed very satisfied and said it was good for the library to be represented. And another board member did tell me once that she had heard from the staff that I was playing favorites and that the old-timers weren't being promoted and that there were too many new librarians who thought they were better than the ones who were there when I came.

And there was some truth in that, as I explained, because the library staff was pretty bad when I came and I did hire new people, and we were working together pretty closely to make some sense out of the place. I didn't apologize for that because it had to be done, but I did deny playing favorites. I was just using the best I had to get the job done.

Interviewer: Did you feel that the board was behind you in what you were trying to do.

Tom: Well, they certainly didn't complain much. I don't know that I ever said you have to support me, because I just assumed they wanted a good library and expected and trusted me to do the job.

Interviewer: Had there been any discussion at the board meetings of how you were doing?

Tom: Our board meetings were pretty cut and dried. Mostly, we worried about money, and most of the time went into approval of the bills. Several times I planned to discuss some of our programs, but the time ran out and the trustees wanted to get home.

Interviewer: Then how did you report to the board? What did you tell them?

Tom: I always gave them a written report, which they got with the agenda.

Interviewer: And who did the agenda?

Tom: Well, I did. I would call the board president, but he was out of town a lot, and when I got him, he said "Whatever you want is O.K. with me."

Interviewer: Then the board president didn't warn you that you were in trouble?

Tom: Well now that I look back, he may have been trying to tell me something. Like, once he said "Did you talk to Mrs. Hayes about that? It's been her baby." And another time he said he didn't know that we were going to start that lecture series until he saw it in the paper, but that wasn't true because it was in the budget and besides the trustees got advance leaflets. Now that I think of it, I guess he was out of town when we talked about it.

Interviewer: Why did you decide to resign when you didn't think you were doing badly?

Tom: Well, once a board decides to let you go, they'll do it. It wasn't worth trying to defend myself when the decision was already made. I had to get on with looking for a job.

Interviewer: Did anyone defend you?

Tom: Well, yes and no. That was kind of funny. I had my secretary type up the resignation and she started to cry and kept saying, "I knew they'd do it. I knew they'd do it."

Interviewer: Do what?

Tom: Get rid of me. After I calmed her down, she said she knew all the time I wouldn't last because the staff — the old ones — didn't want me. And I asked her how she knew, and she said they gossiped a lot in the lounge and said they didn't like the changes I was making and wanted to get rid of me.

Interviewer: How did they plan to get rid of you?

Tom: Frankly, I don't know. I never had much to do with them once I hired my own crew. There was an evaluation about six months after I came, and I recommended some job changes then. And I recommended some salary increases too. Salaries were pretty low when I came. Those clerks ought to like me for that!

Interviewer: Did the board review the evaluations? Did they give the raises?

Tom: No, the board didn't see the evaluations. I thought that was my job and said so. Yes, they put raises into the budget. I certainly didn't feel we had any problem then. Of course, not every position got a raise. I found out we were paying too much for seniority; so some people didn't go up as much as they expected. But the board accepted that. There wasn't even an argument.

Interviewer: Did the staff complain?

Tom: Not to me. I guess my assistant librarian got a few complaints, but not me.

Interviewer: Is there a staff association?

Tom: Oh no. This town is anti-union, and besides the staff has always been pretty small.

Interviewer: I still don't understand why you were fired — er, released? Do you know?

Tom: Well, I finally asked the board president if I could talk to the board in private. He said no. Then when I went to the board meeting at which I resigned, I didn't want to embarrass the board in front of the PTA and the press. Now I did ask Mrs. Hayes, and she said the board just agreed that I didn't fit in the community.

Interviewer: So you never asked the board to meet with you to tell you reasons?

Tom: No — because it just wouldn't make a difference.

Interviewer: Don't you want to know? Doesn't the community want to know?

Tom: It's water over the dam to me. I know I was doing a good professional job. I can't help it if the board doesn't know that. As for the community, it hasn't been told, really. I have an advisory committee for our arts and crafts department, and I told them, and Mrs. Brady seemed concerned and said she was going to call around. Then last week she was in and cut me dead. I suspect someone on the board told her something untrue, but I don't know what it is.

Interviewer: Did you get severance pay?

Tom: Not exactly. The board doesn't have a rule on that, but they gave me a month to stay on plus vacation pay of course. And the president did give me a nice reference.

Interviewer: Have you been fired before? What happened then?

Tom: This is the first time. I guess I never thought about getting fired. My first two jobs were good, but I had to move to get ahead.

Interviewer: Then this was your first job as head librarian?

Tom: Yes, but I felt I was well-prepared.

Interviewer: When you were hired, did the board ask about your experience? Were they concerned?

Tom: Of course they asked and checked my references too. They know I hadn't been at it too long, but I had all the necessary education and experience. No one has ever said I didn't know how!

Interviewer: But they asked you to leave here. Do you think they may have had some reasons?

Tom: I've told you I was doing a good professional job. I had been here a year and a half. I had one raise. I had increased programs and circulation and staff. I don't know why I was fired!

Interview with Library Board President

Interviewer: I've told you that this interview will not be used locally in any way and will be disguised for other use. On that basis, I hope you will be able to give me some detail on the firing of your head librarian.

Board President: We didn't fire him. We asked him to resign. There is a difference. We didn't want to hurt his chances for another job.

Interviewer: I don't want to waste time unless you are really willing to talk. Tom was fired, no matter what you call it, and he doesn't seem to have been told why. What are you going to tell another employer if one calls?

Board President: I don't want to defend the action of the board. We have every right to fire this man. We are trying not to hurt him. He knows why he was asked to leave.

Interviewer: Suppose you tell me how the board saw the problem?

Board President: Well, he just didn't fit in. Maggie — that's Mrs. Hayes, said he was never around when she wanted him, and why did he go to all those meetings and spend so much money when we were short.

Interviewer: Were you short?

Board President: Well, we always had the money to pay the bills, and we did watch the money pretty carefully. I guess we had it, but Maggie maybe thought Tom ought to be around more.

Interviewer: So you fired him because he was away from the library?

Board President: I didn't say that! I just said it bothered Maggie. I didn't care. I go to a lot of business meetings myself. Actually, I liked Tom. I thought he was O.K. as librarian.

Interviewer: Then you didn't vote to fire him?

Board President: We didn't vote — and I told you he resigned. Let's keep that straight. It was his choice. He could have fought.

Interviewer: I understand he did ask to discuss this with you — to get some reasons.

Board President: Sorta. Once I explained that the board agreed, he got the idea it wouldn't do any good. I mean, I told him what the board wanted.

Interviewer: But the board didn't give any reasons?

Board President: Look, we don't have to. We just agreed he wasn't what we wanted.

Interviewer: But how did you decide that? You had given him a raise not long ago, right?

Board President: Oh, yes, but that was routine. We were giving raises to the rest of the staff and you couldn't hardly rule him out.

Interviewer: But how did you decide to . . . let him go?

Board President: Well — we just talked about the library and about how some of the staff wasn't happy and how we didn't know much about what was going on and how he hadn't mixed much in the community, and how we weren't moving very fast on the building. . .

Interviewer: Building? Were you planning to build?

Board President: Well, sure. I mean we wanted to get going. But he never brought in any ideas.

Interviewer: But didn't you decide on the agenda? Couldn't you have asked for building plans?

Board President: Well I guess we didn't want to get too involved. Most of us are busy people and we expect the librarian to think ahead.

Interviewer: But the board didn't ask him to begin on a building plan?

Board President: No.

Interviewer: Did the board have a plan for the library?

Board President: No. But we wanted a good library and we thought we had a librarian who would give us one. It just didn't work out.

Interviewer: Did you tell Tom what you wanted? Did the board talk to him about how he was doing?

Board President: He knew when he came that we wanted a better library. And we got him the money he wanted. He was supposed to know what to do.

Interviewer: Is that how you do it in your business?

Board President: What do you mean?

Interviewer: Do you just hire and let the employee do it? Don't you have plans and a budget and quotas and such?

Board President: Sure we do. That's a business.

Interviewer: But the library doesn't run that way?

Board President: We have a budget and we know what we can spend.

Interviewer: But not why?

Board President: I don't understand your point. The board has busy people running their own businesses. The librarian is supposed to run the library.

Interviewer: Why?

Board President: What do you mean, why? Because he's paid to do it. We expect him to do it. What's wrong with that?

Interviewer: It still doesn't explain why you fired him? Was he taking money? Was he lazy? Did he not get along with the patrons?

Board President: Look, I think you'd better ask other board members. All I did was my duty. They told me to ask him to leave, and I did. He didn't fit. He didn't fit.

A Comment from the Interviewer

The circumstances covered by this interview are, fortunately, not typical. But they are duplicated often enough to provide discussion material for boards and librarians wishing to avoid such a waste of talent on both sides.

Discussion Questions

1. What factors contributed to the situation described in the interview?

Did the Librarian:
- Know the board?
- Know what the board wanted?
- Work with the board to develop mutual understanding of the library's goal?
- Know the staff and its problems?
- Play favorites?
- Sense the gaps in relationships with the board and staff?
- Do adequate planning?
- Do adequate reporting?

Did the Board:
- Clarify and define the librarian's job?
- Pay enough attention to its own responsibilities?
- Have a plan?
- Work together as a board?
- Evaluate the librarian?
- Consider alternatives to firing?
- Accept responsibility for the problem?

2. What should be the conditions under which a librarian is hired?

Should the Librarian:
- Ask for information on the board's plans and methods of operation?
- Seek out information on the status of staff and prepare to cope with problems?
- Ask for periodic evaluation?
- Help the board to see its role?
- Understand existing problems as the board sees them?

Should the Library Board:
- Develop a job description that identifies goals and problems?
- Arrange for periodic evaluation?
- Formalize its procedures for hiring and firing? Provide for discussion before firing?
- Bring up problems as they arise?
- Look to its own operations and methods for improvement?

3. When the board feels a problem, what should be done?

Should the Librarian:
- Ask for regular time on the agenda to raise and discuss problems, including criticism?
- Remind the board of its unfinished business, such as planning?
- Seek staff consultation in preparing information for the board?
- Seek evaluations which bring out problems?

Should the Board:

- Expect detailed reporting from the librarian and take the time to react?
- Express disapproval early and discuss solutions?
- Bring problems to the agenda, but not to private conversations?
- Expect to hold longer meetings or more frequent meetings during the period of break-in for a new librarian?

4. What are the best procedures for releasing a librarian?

Should the Librarian:

- Be entitled to a hearing and a list of complaints?
- Be assured of privacy?
- Know the procedures for appeal, the method of release and the "benefits" financially before hiring?
- Have the option of resignation?

Should the Board:

- Develop and follow a policy for separation?
- Avoid confrontation by periodic honest performance reviews?
- Provide a bill of particulars?
- Act as a unit in dealing with the librarian?
- Analyze its own performance before determining blame?

5. After a separation, what should be done before a new librarian is hired?

Should the Board:

- Ask for help in reviewing its policies and procedures?
- Analyze the unsuccessful relationship and face any lack of skill in handling it?
- Review policies and the job description before advertising for a new librarian?
- Decide how much authority and how much leadership responsibility to give to the librarian?
- Inform the remaining staff of the expectations the board has?
- Discuss the qualifications for a new librarian in view of the episode?
- Level with candidates and honestly describe any problems?
- Determine evaluation procedures and criteria prior to hiring?

Appendix III-B

ELEMENTS OF A LIBRARY POLICY MANUAL

History and development of the library

Goals and objectives of the library

Government of the library:	Authority and responsibilities of the board Sources of financial support Administrative structure Affiliated agencies (such as local units of government)	
Materials acquisition:	Book and materials selection policies Responsibilities of the librarian for selection Freedom to Read and Library Bill of Rights statements Handling of complaints	
Circulation and Registration:	Geographical service area and eligibility for borrowing Registration requirements and forms Standard loan periods; Renewal policy Fines and charges: overdue schedules Return of library materials; Damaged items Non-book materials circulation policy Non-circulating materials Handling money	
Public Services:	Division of services; children, adult, young adult, extension, etc.; goals statements for each type of resources offered/planned programs desired	
	Extension Services:	branch libraries; deposit stations bookmobile services homebound service, books-by-mail, etc.
	Special Services:	to the blind; to the handicapped to institutions to non-residents local history materials
	General Services:	interlibrary loan photocopying reserves meeting room use exhibits/displays
Non-Public Service:	Selection of books and materials: criteria[b] Gifts to the library Controversial items/special problems Labeling Complaint procedure Disposal of old materials	

Technical Processes:

- Functions of the Department
- Cataloging books
- The public catalog
- Classification decisions
- Repair of books and materials

Business Office:

- Purchasing policies
- Paying and receiving
- Bids for equipment and services
- Handling of payroll
- Expenses for mileage, etc.
- Telephone and switchboard operation
- Use of library telephone
- Delivery services
- Handling of mail
- Lost and found
- Staff parking
- Public parking, including areas for the handicapped
- Inventory
- Insurance
- Maintenance services
- Use of library equipment and vehicles
- Vehicle maintenance
- Security
- Emergency procedures
- Audit

Library Departments:

- Chart of structure of organization of the library and the flow of authority

Personnel:

- Authority for hiring and hiring procedures, including affirmative action plan
- Position classfication plan and pay scales
- Job descriptions
- Employment procedures, including probation periods, tenure and evaluative procedures
- Pay policies, including overtime, merit increases, frequency of payment
- Hours of employment: schedules including meal and rest periods, holidays, sick leave, authorized leave, military leave, jury duty, time to vote
- Employee benefits: insurance, pensions, etc.
- Grievance and appeals procedures
- Termination of service: resignation, dismissal, suspension, retirement, death
- Attendance at meetings and conferences

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[a] Colorado Library Association Trustees and Citizen Division, *Public Library Trustees of Colorado: Responsibilities and Opportunities* (Denver): the author, 1980, pp. 29-30. (Reproduced by permission of the Colorado Library Association and the Colorado State Library).

[b] In different libraries, the book and materials selection policies may include separate statements on books, textbooks, newspapers, pamphlets, periodicals, fiction, religion, records, films and special selection policies for branches and bookmobiles.

Chapter 4

The Public Library and its Communities

Community Representatives

Involving organizations (banks, service clubs, chambers of commerce, school systems, manufacturing concerns, etc.) through securing the appointment of their leading members to the library board may effectively strengthen a library's position within its service area.

Friends of the Library

A Friends of the Library organization has the potential of bringing together all individuals and groups with an interest in library service. Traditionally, libraries have found Friends groups to be both an effective means of furthering library knowledge of needs for programs and of securing public assistance in the necessary effort to obtain the financial resources required to meet those needs. Friends groups are invaluable in assisting in the library's public relations program.

A Number of Communities

A recent work which deals with ways in which a public library can study its service area to determine the needs of current users and nonusers summarized the objectives of such an effort in five questions:

"Does our library service, as it has developed to this time, represent the best possible pattern for the future?

Does it meet the most pressing needs of our community, and reflect the changes occuring in the area?

Does it consider the other sources of information available to our people?

Do the library's priorities for service and for those to be served match the characteristics of the community population and their library needs?

Given the constraints on time and money that we face, are we providing the most effective library services possible?"[1]

Answering these and similar questions concerning a local public library's programs of service will inevitably demonstrate that a library services many "communities." Best known is the **geographic community**, the library's legal service area which generally corresponds with the boundaries of the municipality or county establishing the library. However, within the geographic community are other groups of individuals and associations which are defined by age, income, education, lifestyles or other interests or attributes. It is possible, for example, for a public library to be simultaneously serving the following communities:

- preschool children
- students (K-12)
- students (post-secondary)
- adult independent learners
- adult new readers (enrolled in basic literacy programs)
- adult recreational readers
- business men and women
- older adults
- homebound individuals
- handicapped individuals
- hobbiests
- film enthuasiasts
- homemakers
- other libraries
- service clubs
- other government agencies
- churches and synagogues
- any or all of the above

This list is far from exhaustive and could easily be enlarged to include users of computer hardware and software, individuals interested in audio recordings (records, tapes), as well as other groups who may turn to the library for assistance.

Determining the Library Needs of Multiple "Communities"

The three-part effort of a public library to 1) examine its existing programs, 2) study its legal service area to dermine the actual libary needs of users and nonusers and 3) compare present programs with current and potential demands is often referred to as **community analysis**. By intent, community analysis is a process designed to provide the library with the information necessary to determine whether its programs grow out of and are responsive to community needs. As practiced in recent years, community analysis has generally involved a study of a library's collections, circulation, budget, program and promotions of these materials to determine the who, what, when, where and why of library services.

In many ways, the plan of service developed subsequent to a community analysis resembles the current yearly and long-range plans which Alabama's public library boards adopt annually as a requirement for the receipt of state aid. In these plans, the library board decides which changes are needed and how it intends to achieve them. Additionally, the plan proscribes procedures through which the staff, director and board will monitor the library's progress towards its objectives.

To assist local libraries in achieving an understanding of their communities and orienting their services to meet identified needs, the Public Library Association has sponsored the publication of two innovative works. The first, *The Public Library Mission Statement and Its Imperatives for Service* (1979), presents a discussion of societal changes since the development of the public library in the nineteenth century and advances a philosophical basis for developing library programs on identified community needs.[2]

The second work, more practical in nature, is *A Planning Process for Public Libraries.*[3] This document is designed to function as a handbook for library planners and outlines a step-by-step approach through which a public library can identify and respond to local needs for service.

Summary

Over the years public libraries have devised a number of means to overcome the problems of inadequate community representation in library concerns which arise from the practical and necessary limits in board size. As part of this effort, boards have attempted to have county commissions and municipal councils appoint to the board influential leaders from the community. In addition, library boards have also developed Friends of the Library groups as an alternate method of furthering individual organizational involvement with the library.

Public libraries actually serve many "communities" in addition to the geographical community which is defined as the legal jurisdiction (city or county) which brought the library into existence. Since many of these "communities" do not envision the public library as a useful resource, they are not likely to readily voice their library concerns. It is possible to determine the library needs of these groups through community analysis, i.e., an organized study and comparison of community needs and current library programs.

In recent years the national library community has grown away from the use of professionally determined standards regarding the types of service a public library ought to provide to its community and what resources it will require for such programs. Instead, the trend has been to encourage local libraries to set their own standards based on thorough studies of the needs of their service areas. However, within Alabama, the traditional standards are still regarded as useful and are currently being revised.

[1] Vernon E. Palmour, Marcia C. Bellassai and Nancy V. DeWath, *A Planning Process for Public Libraries* (Chicago: American Library Association, 1980) pp. 1-2. Copyrighted and reproduced by permission of the American Library Association.

[2] Public Library Association. Goals, Guidelines and Standards Committee, *The Public Library Mission Statement and Its Imperatives for Service* (Chicago: American Library Association, 1979.)

[3] Palmour, Bellassai and DeWath, *A Planning Process for Public Libraries.*

Chapter 5

Budgeting for Service

Sources of Library Funding

Local Government Support

The public libraries of Alabama receive funds from several sources. These include but are not limited to: municipal and county governments, federal funds, general revenue sharing, state aid, gifts and endowments. With very few exceptions, public libraries in Alabama do not enjoy the benefit of a dedicated tax. Predominantly, monies to operate public libraries are derived from allocations by the governmental funding body under which the library was constituted.

State Support

Although the level of state aid to public libraries has increased from its original five (5) cents per capita in FY1974 to a level of fifty cents per capita in FY1984, the problems of general economic inflation and proration of the Special Educational Trust Fund have reduced state aid's effectiveness in helping to fund service to the users of Alabama's libraries. In recognition of the need for legislative funding to improve library service in a state with substantial library needs and limited local tax bases, the public library community of Alabama and the Alabama Public Library Service have adopted a goal of state aid to public libraries at a level of one dollar ($1.00) per capita.

Federal Support

For public libraries, there are several federal programs which hold particular significance. The first is general revenue sharing. Administrated by state and local governments, general revenue sharing provides Alabama's public libraries with approximately 4% of their income. As revenue sharing funds can be spent for virtually any library purpose, local public libraries have increasingly sought such monies to supplement the library support provided in county and municipal budgets.

The second federal program with a particular impact on the public libraries of Alabama is the Library Services and Construction

Act (LSCA). Simply stated, LSCA funds are provided to develop library service where it does not now exist and to strengthen public library programs found to be inadequate for local needs. LSCA was the brainchild of two great Alabamians, Senator Lister Hill and Representative Carl Elliott. The legislation was first passed in 1956 as the Library Services Act and later expanded and refined into the current Act.

At present, there are three titles within the Library Services and Construction Act which may receive federal funding. Title I provides monies to develop public library services to the disadvantaged in rural or urban settings, to the institutionalized and the blind and physically handicapped, to strengthen metropolitan public libraries which share their resources with other libraries, to reinforce the capabilities of the state library agency (APLS) and to provide library programs for individuals with limited English speaking ability. Title III is designed to fund programs dealing with interlibrary cooperation for the benefit of users. Until 1983, monies designated under Title II (construction) have not been available since 1973. However, a one-time congressional allocation under Title II, known as the "Jobs Bill" has been made available to assist in new construction or renovation of library facilities.

Other Sources of Support

Public libraries can obtain limited support for innovative library programs in the humanities from the Committee for the Humanities in Alabama (Box A-40, Birmingham-Southern College, Birmingham, Alabama 35254) and the federal National Endowment for the Humanities (806 15th Street NW, Washington, D.C. 20506). Additionally, some funding for library programs in the visual and performing arts is available from the State Council on the Arts and Humanities (114 N. Hull Street, Montgomery, Alabama 36130) and the federal National Endowment for the Arts (2401 E. Street NW, Washington, D.C. 20506).

Corporations and foundations are good sources of additional funds, *Foundation News* (The Journal of Philanthropy) lists foundations that will allow libraries to apply for grants. The *Alabama Foundation Directory* is a good source for information about local foundations.

Other sources of funds are memorials and gifts. General fund-raising campaigns are also used for special projects.

The Alabama Public Library Service maintains an excellent collection of materials on fund-raising and grant writing. Any of these materials may be borrowed by local public libraries through interlibrary loan.

- *Budgeting and Local Conditions*

Inherent in the nature of public library funding is the reality that a library's budget must be developed and presented in ways most acceptable to the library's major source of funding. The budget should be developed wherever possible using budget categories which are commonly accepted within the municipality or county which brought the library into existence. A sample budget is included as Appendix V-A of this chapter; a monthly *Status of Funds: Monthly Report* is also provided (Appendix V-B). The very nature of a public library's activities will necessitate that its budget will differ from the budget offered by the sheriff's or fire department. In most cases, the city or county clerk will have a set of budget categories which he will gladly provide for library use. Since this person will make recommendations on levels of funding to the municipal council or county commission, little is to be lost in making his job as easy as possible.

Summary

Since few public libraries are supported by dedicated taxes the bulk of their financial support is derived from county and municipal general budgets. However, state aid and federal monies received through general revenue sharing and the Library Services and Construction Act (LSCA) also play substantial roles in library funding.

Additionally, public libraries have successfully obtained financial assistance from corporate, foundation and other private sources as well as through various arts and humanities committees. Yet, in the final summary, the battle for the public library budget must be fought and won on the local level.

Appendix V-A

Name of Public Library ______________________ City/County ______________

Address ______________________ Fiscal Year ______________

LIBRARY BUDGET

Anticipated Income:

City or county appropriation	$	
Revenue Sharing		
Other local appropriations		
State Aid		
* Other (Specify)		
Total Income		$
Balance September 30, 19 ____	$	
Total funds available		$

Adopted Budget:	Local Funds	State Aid	Total
Total salaries	$	$	$
Director			
Staff: Librarian-level			
Staff: Support (clerical, maintenance)			
Books			
Audio-visual materials			
Periodicals			
Binding			
Library supplies			
Building Maintenance			
Total Insurance			
Building and books			
Bookmobile			
Workmen's Compensation			
Retirement and Social Security (Matching Funds)			
Books-by-Mail			
Audit			
Bookmobile operation			
Travel			
Miscellaneous			
Total			
**Total Capital outlay			
Building			
Equipment purchase or lease			
Bookmobile			
Operating balance			
GRAND TOTAL	$	$	$

Date of Library Board meeting and budget approval ______________________, 19 ______.

Board members present:

Signed ______________________ Chairman

* Include value of utilities, insurance, gasoline, social security and retirement payments if paid from other than funds appropriated to library.

**New building, renovation, new bookmobile or other permanent improvement.

Reproduced by permission from a model budget prepared by the South Carolina State Library.

Appendix V-B

STATUS OF FUNDS

Monthly Report

Month ____________________

Library ____

ITEMS	Budgeted	Expended	Balance
Personal Services			
Librarian			
Assistant			
Employee Benefits			
Other			
Sub-Total			
Current Expenses			
Utilities			
Library Supplies			
Building Supplies			
Repairs & Maintenance			
Insurance			
Postage & Freight			
Miscellaneous			
Sub-Total			
Library Materials			
Books			
AV Materials			
Periodicals & Newspapers			
Equipment			

Balance on hand ____________________

Chapter 6

Public Relations

Keystone of Library Service

Public relations is more than press releases, brochures and talk-show appearances. Stated simply, public relations means "relating to the public," and is an on-going process. This is the most important aspect of library service because without a positive relationship with its community, a library has no public with whom to relate and therefore, no reason to exist.

Trustees occupy a unique place in the world of public libraries. It is the trustees's responsibility to insure that all aspects of library operation run smoothly. This includes the integral component — public relations.

While the task of designing, implementing and funding an on-going public relations program rests with library directors, the trustee plays a major role in the public relations movement, otherwise known as "getting the word out."

Trustees, as individuals, can function one-on-one to bring libraries into the lives of people the library is charged to serve. This is easily accomplished by:

- knowing what is going on at the library and spreading the word
- being a visible and vocal representative of the library
- developing working relationships with city or county officials to make them aware of the library's programs
- encouraging opinion-leaders and decision-makers to get involved in library activities or to take

advantage of a service offered by the library

- listening to the community to determine information needs which could be met through an existing library program or by a new service project
- staying up-to-date on trends and practices in public libraries within the state and across the nation
- becoming involved in trustee organizations such as Friends of Alabama Libraries, Inc. (FOAL) to promote the financial interests of public libraries throughout the state
- looking for new ways to improve library service to the community.

Trustees, as a board, have a responsibility to the community they represent to insure that library programs and services are not only meeting the information needs of the public but that, in fact, the "public has a positive perception of these library activities. Excellent service is the best public relations, but only the users - not the nonusers - know about it.

It is vital that the board insist that the library director have a planned public relations program for the library which makes public relations an integral part of every library function. In order for this program to meet the public relations goals successfully, monies must be budgeted to cover costs of producing needed promotional items. A public relations program without funding is like a library building without books: it looks good but doesn't accomplish anything.

Once the basic public relations approach to marketing the library's services has been decided, the board or the director may wish to recruit volunteers to help with graphic designs, slogans, posters, brochures and other printed items. Many times there are creative people already on the library staff who have talent in these areas who could be utilized.

A final word on public relations. . .

Trustees should take a hard look at the library's image. The manner in which the library is perceived by the community is an important indicator of where to begin a public relations program. Ask questions such as:

- How are patrons treated?
- Is the atmosphere friendly and inviting or cold and austere?
- Are staff members cordial, helpful?
- Is the library a place where people matter or is it a place where books and non-print materials are housed?
- Is the library providing services which its communities want and/ or need?
- Is the library providing the best possible service to its communities?

If the library does not exhibit a welcoming image, it is the responsibility of the board to evaluate the problem areas and takes steps to improve the library's image.

For in-depth explanations on the varied aspects of library public relations, the *Library Promotion Handbook* (Oryx Press, 1980) is invaluable. Author Marian S. Edsall offers a readable and entertaining guide through the maze of the most important function of any business - Public Relations.

In addition to printed information, the Alabama Public Library Service's Public Relations Consultant is available to assist in organizing public relations programs and promotions. Call APLS at 1-800-392-5671.

Chapter 7

Friends of the Library

The Roles of Friends

A case can be made to support the concept that a public library without a Friends of the Library organization is an institution handicapping itself in the competition for local support and community interest. Yet, less than one-third of Alabama's public libraries report the existence of a Friends group.

The reasons for the creation of Friends of the Library organizations are as varied as the many perceptions of the public library found within its community. Friends have been formed to pass bond issues to replace aging library facilities, to provide needed funds to purchase library materials where tax-generated funds were lacking or to reinforce the public's commitment to the further development of a valuable local service. Within the last decade, Friends groups have been formed to provide an increased public awareness of library services. In times of extreme competition for limited local, state and national funding, a public library's Friends have been viewed as a structure around which politically conscious library supporters have been able to unite for the purpose of waging budget wars on all levels of government.

Organizing Friends

In creating a Friends of the Library group where none now exists, a library board may interest a local men's or women's civic organization in organizing the group as its service project for the year. If such assistance is not readily available, a community leader or member of the library board may volunteer to assume the temporary organizational responsibility. A library board member should be assigned as a liaison with the Friends-to-be.

In general the development of a Friends organization might proceed along the following lines:

- Perception of a need for a Friends of the Library organization by the Library Board/Director/Community Supporters.
- Preliminary approval given to the idea of forming a Friends group by the library board. Appointment of board liaison.
- Formation of a planning committee.
- Contact with the Alabama Public Library Service and FOAL, Friends of Alabama Libraries, Inc., for advice.
- a. Organizational meeting held according to the current edition of *Robert's Rules of Order.*

  b. Election of temporary officers, appointment of a bylaws and articles of incorporation committee.
- Securing of the services of a competent attorney to assist with the development of bylaws and articles of incorporation.
- Approval of bylaws and articles of incorporation by Friends.
- Approval of bylaws and articles of incorporation by library board.
- Formal incorporation, securing of IRS employer's ID number and recognition of non-print status.

It is not necessary to legally incorporate as a Friends group, but the advantages to be gained through incorporation and tax-exempt recognition are many. Perhaps most important for fundraising purposes, a Friends of the Library requires IRS non-profit status to enable donations received by the group to be considered tax deductible.

If a Friends organization chooses to incorporate under *Section 501 (c) (3)*of the Internal Revenue Code of 1954 and completes Form 5768, *Election/Revocation of Election by an Eligible Section 501 (c) (3) Organization to Make Expenditures to Influence Legislation* it may use up to 20% of its income to lobby for library purposes. Since Alabama's public libraries are increasingly fighting budget wars on local, state and national levels this option should be kept in mind as the organizational process is carried out.

Whenever a public library board encourages the formation of a Friends of the Library it should insure that everyone involved in the process understands that the *Code of Alabama 1975* vests the control of the library and its activities in the Board of Trustees. Use of the library's name is a loan by the library board and implies no authority over library concerns. The many beneficial roles played by the Friends in support of the library program cannot be allowed to confuse its membership to the reality of board control.

Friends of the Library organizations represent an underused resource which has the potential of greatly assisting the work of the public libraries of Alabama. The formation of a Friends organization requires planning and the need to respect the paramount role of the library's Board of Trustees in library concerns.

There are several organizations in Alabama which can assist public libraries in organizing Friends groups.

The Alabama Public Library Service maintains both personnel and reference resources which are available for the asking. APLS also maintains a toll-free telephone (1-800-392-5671) for calls within the State. There is no charge for consultant services or for reference information.

There are three groups which deal directly with public library Friends and Trustees. While each is of non-profit status, nominal fees are charged for membership.

Friends of Alabama Libraries

- Friends of Alabama Libraries (FOAL) is a non-profit corporation created to promote citizen support in achieving improved library service within Alabama. Although professional librarians are invited and encouraged to join, FOAL is primarily an organization composed of library users, friends and trustees.

The experience of Alabama's *public libraries,* which are each governed by citizen boards of trustees, has demonstrated the value in providing the public with a greater voice in determining library affairs. Less formal patterns of citizen involvement with *school libraries* (serving kindergarten through 12th grade), *academic libraries* (serving junior and technical colleges, colleges and universities) and *special libraries* (generally serving business and government) have shown a similar benefit. Since most Alabama libraries are tax-supported, it makes sense for the taxpayer to be concerned about what sort of value is being returned for the investment of public funds.

FOAL's membership is composed of citizens from all areas of the State of Alabama. FOAL has embarked on a stepped-up public awareness/informational campaign to acquaint taxpayers with the dilemma facing libraries due to cutbacks in local, state and national funding. Financially strong public libraries are an educational necessity if Alabama is to continue to keep pace with the informational needs of her citizens.

For more information, contact Kay Vowvalidis, President, FOAL, 100 Deerpath Road, Ozark, AL 36360.

Alabama Library Association

- Alabama Library Association Trustees and Friends Division is composed of public library trustees and friends. Dues are paid through the Alabama Library Association and program meetings are held during the AlaLA annual conference. For more information, contact Ruth Waldrop, Executive Secretary, Alabama Library Association, P.O. Box BY, Tuscaloosa, AL 35486.

American Library Trustees Association (ALTA)

- American Library Trustees Association (ALTA) is a division of the American Library Association (ALA) and is composed of trustees and friends from all 50 states and U.S. possessions. ALTA is divided into geographic regions with each region headed by an ALTA vice-president. In addition to programs and conferences held during the annual and mid-winter meetings of ALA, ALTA sponsors seminars and workshops at various times and locations during the year. For more information, write ALTA, American Library Association 50 E. Huron St. Chicago, IL 60611.

Incorporation

As an organizational form, corporate status has become the most prevalent association structure. The preference for corporate organization of associations is based upon the many advantages offered by incorporating.

Administratively, corporate organization provides centralization of control and management: directors determine policy which is implemented by elective or appointive officers.

Corporate status, or recognition as a legal entity, as a 'person' which can sue and be sued in its corporate name, in most cases provides a liability shelter against individual financial responsibility for corporate officers and directors. Although human life span is limited, corporate existence may be perpetual, without regard to life span of the persons who manage the corporation. The effect of dealing as a corporation usually provides confidence and increased assurance in daily business transactions.

It must be recognized, however, that many successful associations are not incorporated. Associations must be operated on a business-like basis.

An unincorporated association is a group of persons acting together for a common purpose without a corporate charter, but pursuant to a constitution and/or bylaws which specify the agreement among members and the rules governing the organization.

Unincorporated groups may subject their members to the possible risk of personal liability for the activities of the group.

Friends planning to incorporate are strongly advised to seek the services of an attorney.

Your attorney should help you:

- Draw up bylaws or approve those already drafted
- Draft the Articles of Incorporation; certify and notarize them
- Submit Articles of Incorporation to Secretary of State for filing
- Obtain, complete and file applications for tax exemption
- May act as temporary secretary, drawing up first set of minutes
- Advising on legal, procedural and financial matters
- Advise on incorporation filing fees
- Advise on state sales and other tax requirements.

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Appendix VII-A

Model Bylaws

Article I — Name

The name of this association shall be the Friends of the ____________________ Public Library.

Article II — Purpose

The purpose of this organization shall be to maintain an association of persons interested in books and libraries; to focus public attention on library services, facilities and needs; to influence the gifts of books, magazines, desirable collections, endowments, scholarships and bequests to the Library through ways approved by the Board of Trustees of the ____________________ Public Library.

Article III — Membership

Section 1. Membership in this organization shall be open to all individuals in sympathy with its purposes, and to representatives of organizations and clubs when such representation is desired, in which case dues shall be paid by the organization.

Section 2. Each organization and individual member shall be entitled to one vote.

Article IV — Officers and Committees

Section 1. The officers shall be a president, a first vice president/program chairman, a second vice president/membership chairman, a secretary and a treasurer. The term shall be for one year, and with the exception of the secretary and treasurer, no person shall serve for more than two consecutive one-year terms.

Section 2. The standing committees shall be as follows: Hospitality, Exhibits, Publicity, Program, Membership and Gifts and Bequests.

Section 3. The officers and standing committee chairmen, plus four members-at-large, shall be known as the Board of Directors and shall serve as the governing body of this association. The board shall meet at the call of the president.

Section 4. The direction of affairs of this association shall rest with the Board of Directors, the president serving as chairman and appointing the standing committee chairmen with the approval of the Board. A majority of the members of this board shall constitute a quorum for the transaction of business.

Section 5. Such other special committees as may be necessary from time to time shall be appointed by the President, with the approval of the Board.

Section 6. The president is an ex-officio member of all committees with the exception of the Nominating Committee.

Section 7. Nominations for officers and the two members-at-large shall be presented by a Nominating Committee of three, to be appointed by the Board. At the annual meeting, nominations from the floor will be invited; no one shall be nominated without his/her consent.

Section 8. The officers and the two members-at-large shall be elected at the annual meeting.

Section 9. Vacancies arising on the Board shall be filled by appointment made by the remaining Board members.

Article V — Meetings

Section 1. This association shall hold its annual meeting in May for the purpose of election of officers, to receive various reports, and to enact any other business. A written notice shall be sent to each member in advance.

Section 2. Additional meetings shall be scheduled as recommended by the Program Chairman and approved by the Board.

Section 3. A special meeting may be held as directed by the President, provided the membership is notified by mail (with the business to be transacted stated) at least two weeks prior to the proposed date.

Article VI — Dues

Section 1. The annual dues shall be determined by the Board of Directors.

Section 2. The fiscal year of this organization shall begin on May 1 of each year and end on April 30 of the following year.

Article VII — Funds

Section 1. Adequate books of accounts shall be maintained by the treasurer, who shall be responsible therefor.

Section 2. No funds shall be disbursed without the written authority of the president and treasurer.

Section 3. The Board of Directors shall appoint an auditor, not an officer, to audit the treasurer's books prior to the annual meeting.

Article VIII — Amendments

The Bylaws may be amended at any regular meeting of this association by two-thirds of the members present, provided that notice of the proposed amendment shall have been mailed to all members at least two weeks before the said meeting.

Article IX — Parliamentary Authority

All meetings shall be conducted according to *Robert's Rules of Order, Revised,* except when in conflict with these Bylaws or with the laws of the State of Alabama.

Article X — Property and Dissolution

The interest of a member in the property of the Association is limited to its use for Association purposes. If the Association is dissolved, all its property not needed for the payment of its debts and expenses shall be transferred or conveyed to one or more organizations that engage in activities related to library improvement or development and that qualify for exemption under Section 501 (C) (3) of the Internal Revenue Code of 1954 (or similar statutes heareafter enacted). The Board of Directors shall select the organizations to which such transfer or conveyance is made and shall determine how the property is apportioned between them. In the absence of such a selection or determination by the board, it may be made by a court having jurisdiction.

Reproduced with permission from the *Ohio Friends of the Library Handbook* (Columbus, Ohio: Ohio Friends of the Library, 1978) pp. 7-10.

Chapter 8

Intellectual Freedom

Censorship and Community Perceptions of the Public Library

The decision of a local resident to protest the presence of a certain work within a public library's collections, whether acting alone or as part of an organized group, is often something beyond the control of a library board. However, the board and the library director can develop joint library policies which insure that the library is in a position to defend its actions should censorship questions arise. A politically astute public library board will view a censorship issue as involving two separate issues, i.e.; citizen demands for the library to:

- recognize the legitimate rights of the protesting individuals to be accorded a fair and respectful hearing by a tax-supported agency; and
- change its behavior to conform with their requests.

> *Intellectual Freedom is concerned with the obligation of the library board to insure that the library provides access for its readers to the widest possible range of materials.*

A library board which recognizes and encourages the right of the public to protest its actions and which defends its policies with obvious respect for those opposing them, is likely to project an image which will enable it to successfully appeal for public support should the library not accomodate censorship demands. In addition, while it is unlikely to convince a protesting citizen of the validity of the library board's actions, careful consideration of the concerns by the board carries the poscibility of reassuring would-be censors that the public library is willing to listen and react to matters on which they have deep concern.

Preparing for the Censor

A public library board should prepare for would-be censors by adopting and enforcing policies of service and materials selection policies. These policies outline the manner in which the public library will provide service to its communities and what types of materials it will purchase to help provide such service. It is highly recommended that the library board include in the materials selection policies an acknowledgment that it officially adopts the *Library Bill of Rights* (Appendix VIII-A), and that it subscribes to the *Freedom to Read Statement* (Appendix VIII-B) and *Freedom to View Statement* (Appendix VIII-C). It must be stressed that the inclusion of these documents in the materials selection policies should be made only after the members of the board have fully explored the statements and the board's obligation to defend the principles of intellectual freedom which the statements embody.

The American Library Association, the organization which developed the Library Bill of Rights, has occasionally issued interpretations and developed procedural publications designed to clarify the application of this basic document based on changing societal conditions. One of these procedural publications, *Dealing With Complaints About Resources*, is particularly useful for public library boards wishing to develop policies in advance of any possible incidents. (Appendix VIII-D)

In addition to questioning the availability of certain materials through a public library, would-be censors do, on occasion, demand access to the records identifying borrowers of such works which they consider unacceptable. This request should be resisted with all legal means. Guidance for a board can be found in the Privacy of Circulation and Registration Records Law (Act No. 83-565) passed by the Alabama Legislature in 1983. (Appendix E)

In preparing library censorship policies, the board of the public library might include in the first paragraph of such policies its intent to carry out the public's business in full accord with the constitutions, legislations and court decisions of the United States of America and the State of Alabama. Although so obvious that it is often overlooked, this assertion of the legal rights and obligations of a library board summarizes a fact that should never be forgotten. Appointed by a locality's elected representative according to the law, the library board has an obligation to act in such a way as to insure that the passions of the moment do not blind the board members to their duties as worthy stewards of a public trust. The significance of this role is underscored in the American Library Association's *Challenged Materials: An Interpretation of the Library Bill of Rights.* (Appendix VIII-F)

When someone protests the presence of a particular work within the library's collection, many public library boards follow adopted policies which ask the individual involved to put his objections in writing. This may be done by using some variation of the *Citizen's Request for Reconsideration of Library Material* (Appendix VIII-G). Provision for such a request is made in the *Model Materials Selection Policy* which is included as an appendix to this chapter (Appendix VIII-H).

Above all, the library director and other staff should view the handling of the complaint as a normal part of the job and as the library's response to a legitimate expression of citizen concern. In order to encourage the positive aspects of this interaction, the complaining individual should be encouraged to take home several *Citizen's Request for the Purchase of Materials* (Appendix VIII-I) forms which, as a matter of on-going public relations, should be kept by the checkout desk to obtain suggestions for new library purchases.

The complaint should first be reviewed by the director who should attempt to handle the matter according to board policies. Should no resolution be achieved, the director should then arrange with the board chairman to place the matter on the agenda for the next board meeting. If the matter has become sufficiently serious, a special board meeting should be called. Whatever the case, the members of the board should receive a written report from the director prior to the board meeting to allow for adequate consideration.

At this time, it is advisable for the director to consult with the board chairman regarding contacting the Alabama Public Library Service (APLS) for possible assistance. Although local matters are best handled locally, APLS is specifically authorized by state law to "give advice" on, among other concerns, "selecting. . . books and other details of library management."[1] In particular APLS might be asked to help determine whether the material in question has been found to be illegal within Alabama under state or federal law. With or without APLS assistance, the library director should determine the work's legal status prior to the meeting at which it will be discussed.

In regard to additional outside

assistance, the board should be aware of the existence of the Intellectual Freedom Committee of the Alabama Library Association which can act under procedures described in the *Intellectual Freedom Manual.* This work is available for $2.00 by writing: *Intellectual Freedom Manual,* Alabama Library Association, Executive Secretary, P.O. Box BY, University, Alabama 35486.

Board Consideration of the Complaint

At the time of the board meeting where the issue is to be addressed, the individual who raised the issue of the unacceptable library material should be encouraged to explain his objections. After this presentation, the library director should provide a report on:

- how the work came to be in the library's collection
- favorable and unfavorable reviews of the work
- its legal status within Alabama
- why he does or does not recommend its continuation in the library's collection.

The board should authorize the director to work with the protesting individual (s) to insure that works reflecting their points of view are present within the library. If the collection is lacking in such areas, a determined effort should be made to remedy the deficit, while working within the guidelines of the library's materials selection policies. Should the library board's offer of further cooperation be rejected in favor of continued efforts to remove the offending work (s) from the library's collections, the board should determine just how far it will defend the principle of intellectual freedom. Such defense may well involve court action. Assistance can possibly be obtained from the American Civil Liberties Union, Freedom to Read Foundation, Alabama Library Association and American Library Association.

Fighting censorship is much easier if the library board has previously adopted policies on what materials the library will purchase. Equally as important, the public library should be seen as an institution both responsive to the public's need to receive library services and to the free exercise of the public's right to demand accountability for the library's actions.

In making its decision, the board members should keep in mind their collective obligation to adhere to the provisions of the *Code of Alabama* which stress the board's statutory authority to "manage and control" the library and "provide a system of library service to be made easily available to all citizens of the county or municipality."[2] The need for the public library to protect the rights of all its users should lead the board to adopt, as a matter of policy, the doctrine of aggressive neutrality. As used in this context, aggressive neutrality refers to the determination to insure that all viewpoints, specifically including those advanced by would-be censors, are reflected in the library's print and non-print collections. Such collections, for the greatest public benefit and wisest use of the public dollar, should be developed under policies reflecting the highest levels of professional library expertise and political acumen.

Summary

The recent rise in requests for the censorship of library materials can be traced to a general movement seeking more accountability in government and reaction against what are seen as the more permissive standards of recent years. Since the public library has a specific obligation to provide its readers with a broad variety of materials it thereby becomes a possible target for censorship activities. By formalizing, in advance, its materials selection policies and policies of service and insuring that such policies reflect local needs, a public library places itself in a good position to resist censorship demands.

In resisting censorship, a public library should abide by the law and respect the rights of citizens to protest its activities.

VIII—FOOTNOTES

[1] *Code of Alabama 1975,* Section 41-8-5.

[2] *Code of Alabama 1975,* Section 11-90-3.

Appendix VIII-A

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948
Amended February 2, 1961, June 27, 1967, and January 23, 1980,
by the ALA Council

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Appendix VIII-B

Freedom to Read Statement

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove books from sale, to censor textbooks, to label "controversial" books, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to the use of books and as librarians and publishers responsible for disseminating them, wish to assert the public interest in the preservation of the freedom to read.

We are deeply concerned about these attempts at suppression. Most such attempts rest on a denial of the fundamental premise of democracy, that the ordinary citizen, by exercising his critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow citizens.

We trust Americans to recognize propaganda, and to reject it. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

We are aware, of course, that books are not alone in being subjected to efforts at suppression. We are aware that these efforts are related to a larger pattern of pressures being brought against education, the press, films, radio and television. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of uneasy change and pervading fear. Especially when so many of our apprehensions are directed against an ideology, the expression of a dissident idea becomes a thing feared in itself, and we tend to move against it as against a hostile deed, with suppression.

And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resiliency of our society and leaves it the less able to deal with stress.

Now as always in our history, books are among our greatest instruments of freedom. They are almost the only means of making generally available ideas or manners of expression that can initially command only a small audience. They are the natural medium for the new idea and the untried voice from which come the original contributions to social growth. They are essential to the extended discussion which serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures towards conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free men will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. *It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.*

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until his idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept which challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. *Publishers, librarians, and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what books should be published or circulated.*

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one man can read should be confined to what another thinks proper.

3. *It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.*

A book should be judged as a book. No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free men can flourish which draws up lists of writers to whom it will not listen, whatever they may have to say.

4. *There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.*

To some, much of modern literature is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of the experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters taste differs, and taste cannot be legislated; nor can machinery be devised which will suit the demands of one group without limiting the freedom of others.

5. *It is not in the public interest to force a reader to accept with any book the prejudgement of a label characterizing the book or author as subversive or dangerous.*

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that each individual must be directed in making up his mind about the ideas he examines. But Americans do not need others to do their thinking for them.

6. *It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.*

It is inevitable in the give and take of the democratic process that the political, moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society each individual is free to determine for himself what he wishes to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

7. *It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.*

The freedom to read is of little consequence when expended on the trivial; It is frustrated when the reader cannot obtain matter fit for his purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are a major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of their freedom and integrity, and the enlargement of their service to society, requires of all bookmen the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of books. We do so because we believe that they are good, possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

Adopted June 25, 1953, revised January 28, 1972 by the ALA Council

Endorsed by:
American Library Association, Council, June 25, 1953
American Book Publishers Council, Board of Directors, June 18, 1953

Subsequently Endorsed by:
American Booksellers Association, Board of Directors
Look Manufacturers' Institute, Board of Directors
National Education Association, Commission for the Defense of Democracy through Education

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Appendix VIII-C

Freedom to View

(Adopted by Educational Film Library Association — February, 1979)

The **Freedom To View**, along with the freedom to speak, to hear and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore, we affirm these principles:

1. It is in the public interest to provide the broadest possible access to films and other audiovisual materials because they have proven to be among the most effective means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.

2. It is in the public interest to provide for our audiences, films and other audiovisual materials which represent a diversity of views and expression. Selection of work does not constitute or imply agreement with or approval of the content.

3. It is our professional responsibility to resist the constraint of labeling or pre-judging a film on the basis of the moral, religious, or political beliefs of the producer or film-maker or on the basis of controversial content.

4. It is our professional responsibility to contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

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Appendix VIII-D

Dealing with Complaints About Resources

All libraries are pressured from groups and individuals who wish to use the library as an instrument of their own tastes and views.

It is the responsibility of every library to take certain measures to clarify policies and establish community relations. They will provide a firm and clearly defined position if selection policies are challenged. As normal operating procedure, each library should:

1. Maintain a materials selection policy. It should be in written form and approved by the appropriate governing authority. It should apply to all library materials equally.

2. Maintain a clearly defined method for handling complaints. The complaint must be filed in writing and the complainant must be properly identified before action is taken. A decision should be deferred until fully considered by appropriate administrative authority. (A sample form is attached. Note: Appendix VIII-F)

3. Maintain in-service training. Conduct periodic in-service training to acquaint staff, administration, and the governing authority with the materials selection policy and method for handling complaints.

4. Maintain lines of communication with civic, religious, educational, and political bodies of the community. Library board and staff participation in local civic organizations and presentations to these organizations should emphasize the library's selection process and intellectual freedom principles.

5. Maintain a vigorous public information program on behalf of intellectual freedom. Newspapers, radio and television should be informed of policies governing materials selection and use, and of any special activities pertaining to intellectual freedom.

6. Maintain familiarity with any local, municipal and state legislation pertaining to intellectual freedom and First Amendment rights.

Adherence to these practices will not preclude confrontations with pressure groups or individuals but should provide a base from which to resist efforts to place restraints on the library. If a confrontation does occur, take one or more of the steps listed below:

1. Listen calmly and courteously to the complaint and advise the complainant of the library's procedure for reconsideration of materials. Don't confuse noise with substance. Handle the complaint according to established rules. Treat the group or individual who complains with dignity and courtesy.

2. Take immediate steps to notify the administration and/or the governing authority (library board, etc.) of the complaint and assure them that the library's procedures

are being followed. Present full, written information giving the nature of the complaint and identifying the source.

3. When appropriate, seek the support of the local media. Freedom to read and freedom of the press go hand in hand.

4. When appropriate, inform local civic organizations of the facts and enlist their support. Meet negative pressure with positive pressure.

5. Defend the principle of the freedom to read as a professional responsibility. Only rarely is it necessary to defend the individual item. Laws governing obscenity, subversive material, and other questionable matter are subject to interpretation by courts. Library materials found to meet the standards set in the selection policy should not be removed from public access until after an adversary hearing resulting in a final judicial determination.

6. Contact the ALA Office for Intellectual Freedom and your state intellectual freedom committee to inform them of the complaint and to enlist their support in appropriate ways. Even though censorship must be fought at the local level, there is value in the support and assistance of agencies outside the area which have no personal involvement. They can often cite parallel cases and suggest methods of meeting an attack.

The principles and procedures discussed above apply to all kinds of censorship attacks and are supported by groups such as the National Education Association, the American Civil Liberties Union, and the National Council of Teachers of English, as well as the American Library Association. While the practices provide positive means for preparing for and meeting pressure group complaints, they serve the more general purpose of supporting the *Library Bill of Rights*, particularly Article 3, which states that: "Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment."

Office for Intellectual Freedom, American Library Association, 50 East Huron Street, Chicago, IL 60611 (312) 944-6780. Reproduced by permission of the American Library Association.

Appendix VIII-E

Senate Bill 322, Act No. 83-565
Passed in the 1983 Regular Session of the Alabama Legislature
Approved by the Governor on July 18, 1983

By: Senators Little and Mitchem

Enrolled, An Act,

To provide for the confidentiality of circulation and registration records maintained by public school libraries, public libraries and college and university libraries; and to amend Section 36-12-40, *Code of Alabama 1975,* so as to provide for said exemption and to provide certain exceptions:

Be It Enacted by the Legislature of Alabama:

Section 1. As used in the following section, the term "registration records" includes any information which a library requires a patron to provide in order to become eligible to borrow books and other materials, and the term "circulation records" includes all information which identifies the patrons utilizing particular books and any other library materials in any medium or format.

Section 2. It is recognized that public library use by an individual should be of confidential nature. Any other provision of general, special or local law, rule or regulation to the contrary notwithstanding, the registration and circulation records and information concerning the use of the public, public school, college and university libraries of this state shall be confidential. Registration and circulation records shall not be open for inspection by, or otherwise available to, any agency or individual except for the following entities: (a) the library which manages the records; (b) the state education department for a library under its jurisdiction when it is necessary to assure the proper operation of such library; or (c) the state public library service for a library under its jurisdiction when it is necessary to assure the proper operations of such library. Aggregate statistics shown from registration and circulation records, with all personal identification removed, may be released or used by a library for research and planning purposes.

Section 3. Section 36-12-40, *Code of Alabama 1975,* is hereby amended to read as follows:

"Section 36-12-40. Every citizen has a right to inspect and take a copy of any public writing of this state, except as otherwise expressly provided by statute. Provided however, registration and circulation records and information concerning the use of the public, public school or college and university libraries of this state shall be exempted from this section."

Section 4. All laws or parts of laws which conflict with this act are hereby repealed.

Section 5. This act shall become effective immediately upon its passage and approval by the Govenor, or upon its otherwise becoming law.

Appendix VIII-F

Challenged Materials

An Interpretation of the *Library Bill of Rights*

The American Library Association declares as a matter of firm principle that it is the responsibility of every library to have a clearly defined materials selection policy in written form which reflects the *Library Bill of Rights*, and which is approved by the appropriate governing authority.

Challenged materials which meet the materials selection policy of the library should not be removed under any legal or extra-legal pressure. The *Library Bill of Rights* states in Article 1 that "Materials should not be excluded because of the origin, background, or views of those contributing to their creation," and in Article 2, that "Materials should not be proscribed or removed because of partisan or doctrinal disapproval." Freedom of expression is protected by the Constitution of the United States, but constitutionally protected expression is often separated from unprotected expression only by a dim and uncertain line. The Constitution requires a procedure designed to focus searchingly on challenged expression before it can be suppressed. An adversary hearing is a part of this procedure.

Therefore, any attempt, be it legal or extra-legal, to regulate or suppress materials in libraries must be closely scrutinized to the end that protected expression is not abridged.

Adopted June 25, 1971; amended July 1, 1981, by the ALA Council.

Appendix VIII-G

Citizens Request for Reconsideration of Library Materials

______________________________ Public Library

Title ______________ Book ________ Periodical ________ Other ________

Author (or, if film/video Director):

Publisher (if known) or Distributor (if film or video):

Request initiated by ______________________________

Address ______________________________

City __________ State __________ Zip __________ Telephone __________

Do you represent:

________ Yourself

________ An Organization (name) ______________________

________ Other group (name) ______________________

1. To what in the work do you object? (Please be specific. Cite pages or, if film or video, specific scenes.)

   ____

2. Did you read/view the entire work? ________ What parts? ______________

   ____

3. What do you feel might be the result of reading/viewing this work?

   ____

4. For what age group would you recommend this work? ______________

5. What do you believe is the theme of this work? ______________

   ____

6. Has this work been found to be in violation of the law anywhere in Alabama? __________

   If so, where? ______________

7. What would you like your library to do about this work?

______ Do not lend it to my child.

______ Return it to the staff selection committee/department for re-evaluation.

______ Other. Explain.

8. In its place, what work would you recommend that would convey as valuable a picture and perspective of the subject treated? ______

9. Comments:

______

Signature

Appendix VIII-H

Materials Selection Policy

______________________________ Library

Policies and Objectives

The purpose of this policy on materials selection is to guide in the selection of materials and to inform the public about the principles upon which selections are made. This statement was approved and adopted on ______________________ 19 ________ by the ____________________________ Library Board, which assumes full responsibility for all legal actions which may result from the implementation of any policies stated herein.

Legal Basis

The materials selection policy, as all library policies, shall be interpreted in such a manner as to insure that the ____________________ Library shall always be in full compliance with the Constitution of the United States, the Constitution of the State of Alabama and all statutes and judicial decisions affecting the provision of public library service within ____________________ County, Alabama.

The aim of the ____________________________ Library is service to all residents of its service area. This encompasses individuals and groups of every age, education, philosophy, occupation, economic level, ethnic origin and human condition. Fulfilling the educational, informational and recreational needs of these people is the ______ ____________________ Library's broad purpose. More specifically, it helps people to keep current with change in all areas, educate themselves continually, become better members of their families and communities, become socially and politically aware, be more capable in their occupations, develop their creative abilities and spiritual capacities, appreciate and enjoy literature and art, contribute to the overall expanse of knowledge, and stimulate their own personal and social well-being. All printed and nonprinted materials are selected by this library in accordance with these basic objectives. The library board, on behalf of the ________________________ Public Library, affirms its support of the *Library Bill of Rights*, the *Freedom to Read Statement* and the *Freedom to View Statement.*

Responsibility for Materials Selection

This library board adopts as part of its policy the following paragraphs from the *Library Bill of Rights:*

1. As a responsibility of library service, books and other library materials should be chosen for values of interest, information and enlightenment of all people of the community. In no case should library materials be excluded because of the race or nationality or the social, political, or religious views of the authors.

2. Libraries should provide books and other materials presenting all points of view con-

cerning the problems and issues of our times; no library materials should be proscribed or removed from libraries because of partisan or doctrinal disapproval.

Final responsibility for selection of books and library materials is by law, vested in the library board but delegated under these policies to the Director. However, the Director may then delegate, to such members of the staff as are qualified by reason of training and experience, the authority to interpret and guide the application of the policy in making day-to-day selections. Unusual problems will be referred to the Director for resolution. Any books and library materials so selected shall be held to be selected by the board.

Criteria for Selection

Print Materials

Certain factors influence the selection of the library's printed materials. Among these are:

1. The author's reputation and significance as a writer;
2. The importance of subject matter to the collection;
3. Availability of material in the system, in other libraries or in print;
4. Timeliness or permanence of the book;
5. Authoritativeness;
6. Inclusion in standard bibliographies or indexes;
7. Price;
8. Format, including possibility of rebinding, as well as type and legibility.

Nonprint materials

Where appropriate the same factors influencing the selection of print media will be applied to the selection of the library's 16mm films, video productions, photographs and photographic slides. Recognizing that the formats of nonprint materials often demands a basis of evaluation different from that applied to the printed materials the following factors will also be considered.

1. **16mm Film and Video - General**
   Content, authenticity, suitability for the intended audiences, educational, informational, recreational and spiritual values, probability of use, and cost will be considered in selection.

2. **16mm Film and Video — Technical Aspects**
   A. Visuals: Photography (composition, camera work, color fidelity, black and white clarity), editing, set selection and/or design special effects, animation techniques

   B. Aural: Sound fidelity, scripting, scoring, sound effects

   C. Directing: Organization of visuals, organization of aural elements.

3. **Photographs and Photographic Slides**
   Photographs and photographic slides will be collected to document the historic and present day life of the service area of the ____________________ Public Library.

Scope of the Collection

The library recognizes its obligations to provide appropriate levels of informational, educational, cultural, and recreational materials to the residents of its service area. It also recognizes the purposes and resources of other libraries in the community and shall not needlessly duplicate functions and materials. Additionally, the library will seek to participate in local and statewide programs of cost-effective cooperation among libraries for the benefit of the library users.

The library acquires textbooks and other curriculum-related materials only when such materials serve the general public.

The library acknowledges a particular interest in local and state history; therefore, it will seek to acquire state and municipal public documents, and it will take a broad view of printed works by and about Alabama authors as well as general printed works relating to the State of Alabama, whether or not such materials meet the standards of selection in other respects. However, the library is not under any obligation to add to its collections everything about Alabama or produced by authors, printers, or publishers with Alabama connections if it does not seem to be in the public interest to do so.

Nonprint materials will be acquired on a similar basis.

Gifts

Unconditional gifts, donations, and contributions to the library may be accepted by the Director on behalf of the Library Board. No gifts or donations conditionally made shall be accepted without the approval of the Library Board.

Generally, collections of books will not be accepted with restrictions which necessitate special housing, or which prevent integration of the gift into the general library collection.

The same standards of selection will govern the acceptance of gifts as govern purchases by the library. If material is useful but not needed, it may be disposed of at the discretion of the Director.

Maintaining the Collection

Systematic withdrawal of materials no longer useful is necessary in order to maintain relevant resources. The same criteria will be used in weeding materials from the collection as are used in their acquisition. The decision to withdraw library material shall be based on the physical condition, use of the material as determined by last date of loan or by number of loans in the last five years, and age of the material as a misinformation factor, especially in the area of the sciences. Library staff members are to be thoroughly instructed with regard to the necessity for discarding books and library materials.

Censorship

The selection of library books and other materials is predicated on the library patron's right to read and, similarly, his freedom from censorship by others. Many materials are controversial and any given item may offend some persons. Selections for this library will not, however, be made on the basis of anticipated approval or disapproval, but solely on the merits of the material in relation to the building of the collection and to serving the interests of the readers. This library holds censorship to be a purely individual matter and declares that — while anyone is free to reject for himself books and other materials of which he does not approve — he or she cannot exercise the right of censorship to restrict the freedom of others.

With respect to the use of library materials by children, the decision as to what a minor may read or view is the responsibility of his parent or guardian except where otherwise determined by law. Book selection will not be inhibited by the possibility that books may inadvertently come into the possession of minors.[2]

It is the right of any citizen of ____________________ to recommend library materials for selection consideration by the ____________________ Library and it is the obligation of the director and his/her staff to consider such recommendations with the same evaluative criteria established above. Such recommendations shall be made in writing on forms developed by the director.

It is also the right of any citizen of ______________________ to question any library material selected by the ______________________________ Library since opinions may differ in our democracy. Such questions shall be presented in writing on forms developed and made available by the director and shall be specific as to title and nature of the material being questioned. All such questions shall be considered by the Library Board where resolution has not been achieved by the director.

References

[1] American Library Association. *Library Bill of Rights* (adopted June 18, 1948; amended February 2, 1961, and June 27, 1967, and January 23, 1980, by the American Library Association - ALA - Council).

[2] Policy includes *American Library Association Challenged Materials: An Interpretation of the Library Bill of Rights* (adopted June 25, 1971; amended July 1, 1981, by the ALA Council).

Note: These policies are an extensively revised version of policies which appear in the *South Dakota Public Library Trustee Manual.* (Pierre, South Dakota: South Dakota State Library, 1979), pp 34-36. Revised and reprinted by permission of the South Dakota State Library.

Appendix VIII-I

Citizen's Request Form for Purchase of Library Materials

Author (if printed material)

Director (if film or video)

Title

Edition or Series (if printed material) Volumes

Place or Publisher (if print) Year List Price
or
Distributor (if film or video)

Recommended by

Reviewed in

Signature

Date

Chapter 9

Trustees and the Lobbying Process

What is Lobbying?

Lobbying is the process of influencing officials to react favorably to a bill or proposal. For public libraries, this process usually involves those officials at the local (city/county) and state levels although occasional contact with U.S. senators and congressmen is needed.

Public library trustees occupy an unique position in the political sphere. Their non-paid status and inherent knowledge of the library's needs make trustees, individually and collectively, ideal lobbyists.

Elected officials are sensitive to the needs of their constituents, as these are the people who elected them to office. They are also more receptive to "requests for help" from non-paid, interested persons from the communities they represent than they are to paid, professional lobbyists.

Alabama's public libraries have been successful in influencing elected officials, particularly at the local level, by utilizing this "grassroots" approach. Using this same successful technique, Friends of Alabama Libraries, Inc. (FOAL), a non-profit corporation composed of library supporters throughout the state, has organized a statewide, grassroots legislative network to work for public libraries at the state level.

The FOAL network has been in existence since 1982 and was instrumental in securing passage of the Privacy of Circulation Records law during the 1983 Legislative

The FOAL network has been in existence since 1982 and was instrumental in securing passage of the Privacy of Circulation Records law during the 1983 Legislative session. The network is organized by county within geographic areas. It is vital that trustees become involved in FOAL's statewide network. It is through the unity of library supporters that effective legislative influence is exerted.

The Lobbying Process

To Pass a Bill

- Meet with sponsoring group and get a draft of the bill.
- Find sponsors in both House and Senate. (You will want someone influential. If possible, enlist the aid of the Speaker and Lt. Governor and ask their suggestions for sponsors.)
- Work with the sponsor if changes are needed in the bill. Act as a go-between to the sponsoring group.
- The sponsor should have the bill put in the proper form by the Legislative Reference Service.
- If a particular sponsor is desired, it is a good idea to have some of his/her local constituents contact him/her.
- Check with the Speaker and Lt. Governor for information on which committee will receive the bill when introduced.
- Watch for introduction of the bill.
- Get data to committee members who will consider the bill.
- Contact constituents to reach each committee member before the bill comes up in committee.
- Get commitments and count votes in committee. If short of votes, ask for a delay if needed and put effort on swing votes.
- If resistance is substantial, request a public hearing from the chairman. When you have a date for the hearing, organize people to speak for the bill. These should cover as broad a selection as possible. Alert constituents to attend the hearing. Alert the press about the public hearing, giving them background material.
- If resistance is nonexistent, get the bill up before the committee and out as soon as possible.
- When the bill appears on calendar, discuss with sponsor what action would be appropriate.
- Activate constituents to contact their legislators. Special pressure may be needed to get the bill on special order calendar.
- Lobby every member possible. Keep tally of yes's, no's, and maybe's and put emphasis on the maybe's.
- Letters of support to the Governor are appropriate at any time.
- If it is possible to determine when the bill will be considered on the floor, arrange for a crowd to be there.
- If bill passes, repeat the above in the other house.
- When bill passes both houses, it is enrolled and sent to the Governor. You may or may not need to lobby for his signature.

To Kill a Bill

- Discuss with Speaker of the House or Lt. Governor the idea of assigning the bill to a committee which is unlikely to give it a favorable report.
- Once in committee, heavily lobby the members. If in trouble, call for a hearing. This will delay action.
- Testify in opposition and have others do so.
- If bill receives a favorable report, you are in trouble. Lobby the leadership. Call on constituents to lobby all members of the legislature.
- Contact the media and have letters to the editor written.
- If bill passes anyway, repeat process in the other house.
- Contact the Governor to oppose.
- If all else fails, beg the Governor for a veto.

Special Cases

- If both houses pass your bill but with different numbers (H-490 and S-324), one House must pass the other's bill.
- If each House passes a different bill, a conference committee will be needed to work out the differences. You may lobby the Speaker and Lt. Governor to appoint certain people to the Conference Committee.
- Give assistance to the members of the Conference Committee to help them get out a bill that your group can accept.
- If an acceptable bill comes out of conference, lobby the members of the legislature for passage. If unacceptable, lobby against it.

Lobbying Techniques

- Wear a name tag with the name of your organization when you personally contact your legislator at the capitol.
- Introduce yourself each time. This saves embarrassment.
- What to wear: A smile and appropriate "business" attire.
- Express appreciation for the hard job he/she is doing or the difficulty of representing so many diverse interests. Thank him/her for any previous vote or help given.
- Talk about one issue at a time.
- Be brief and to the point. It is most helpful to the legislator if you know what bill number and where it is currently, i.e., in committee, on the floor for debate, etc.

- Ask legislator's opinion of the bill and listen carefully. Besides being good psychology, this saves time because you can then address specific problems. If you do not have information which the legislator needs, say you do not know but you will get an answer. Follow up.
- Report each legislator's opinion, problems with the bill, etc. to the legislative network through your contact person.
- Always thank a legislator for his time and support, if given.
- Never be threatening. One cannot antagonize and influence at the same time.

Helpful Hints

- **How to find out who the legislators are and who is on what committees.**

The rosters of each house, available by request, in the House and Senate offices have this information.

- **How to find out when committee meetings are scheduled and where.**

In each House, there is a bulletin board with committee meetings, times, and places listed. You may also call the telephone number listed in the Telephone Company booklet of legislators for this information.

- **When are sessions held?**

Ordinarily legislative sessions are held on Tuesday and Thursday. (This may change with new rules or, from time to time, for some special reason.) The exact time for convening a session is set by a motion on the previous legislative day. The offices in each House can give you the time for the next session after adjournment.

- **How to find out what bills have been introduced.**

Bills introduced each legislative day are listed with their committee assignment and sponsors in the First Readings which may be looked over in the House and Senate offices.

- **How to find out what bills have received favorable reports.**

These are listed on Second Readings in each House office. Bills which have been considered by a committee but not given a favorable report are not listed anywhere. This information can be gained from the Committee chairman or the secretary.

- **How to find out what bills are ready for floor action or Third Reading.**

These bills are listed on the Calendar which is available in each office of the legislature.

Inconveniences of Lobbying

Lobbying is a vital part of the existence of Alabama's public libraries, but is many times an inconvenient one. This is particularly true when dealing with bills submitted to the state Legislature.

Once a bill has been introduced and referred to a committee, a close watch must be kept on the bill's progress. The day and time it will be on the committee's calendar for discussion may not be known until as little as 24 hours before the committee meets. A show of force from library directors, friends and trustees is usually necessary to insure a favorable committee report. This means numbers of people identified as library supporters must be visible during the discussions of the bill.

Unfortunately, there is no time frame for passing a bill. So the shortage of prior warning applies to the bill coming up for a vote in the House and again in the Senate.

It is imperative to remember elected officials respond to their constituents. A drive to Montgomery is a small price to pay to insure that public libraries' interests are fairly treated.

Appendix IX-A

The Librarian/Trustee as Successful Lobbyist

Deborah Miller
Director, Governmental Services
Illinois Library Association

There are over 11 million lobbyists in Illinois, but only 350 or so are registered with the Secretary of State. To lobby is to try to influence public officials, something every citizen does at one time or another during the course of a lifetime. As a matter of fact, to vote is to lobby. All of us, in the different roles we play as members of society are part of the political process. It really doesn't matter whether we are urging our fellow church members to aid the needy in our community, whether we are advocates for a stop and go light at a dangerous intersection, or whether we are exhorting the virtues of a candidate to our neighbors over the back fence — we indeed are lobbying.

In order to be a successful lobbyist — either as a citizen or as a professional — it is important to remember the ground rules. Legislators, by virtue of their positions, are generalists. They must be conversant with all aspects of government, and be sensitive to the needs of their constituents. Their prime function is to make wise and reasoned decisions which will usually have far-reaching effects on the people they represent. Since no one person can be an expert on everything, legislators rely on input from experts. You, as a librarian or a trustee, are an expert. It is you to whom your legislator can come for the detailed and accurate information he or she needs when considering library legislation. Thus, your job is well defined. The information you provide must be accurate. Don't take any chances. If you are asked a question and you aren't certain of the answer, don't fudge! Tell you legislator that you aren't sure, but you will find out and get back to him or her as soon as possible. Then do so. Be as specific as you can. For example, if you are asked how a particular piece of legislation will affect your library, and you know it won't affect it at all, but another library needs the help that this legislation offers, be honest. Tell him or her that your library is not impacted one way or the other, but since all libraries rely on the sharing of resources in order to best serve their citizens, by helping that other library, your legislator will indirectly be helping yours. Show your legislator not only how he can help libraries in his district — also show how his help can result in good public relations — and thus help him or her.

It is essential to remember that while you must be sensitive to the problems facing your legislators, such as his or her need to respond to citizen demands for tax rollbacks, a need to be fiscally conservative, a need to view libraries as part of the total picture, etc., do not allow yourself to fall into the trap of accepting that same responsibility. You must be understanding, but your responsibility is to your library and to the people it serves, not to your legislator and the people he or she serves, which may be the same people, but with different needs at different times. You must not respond to the demands placed on your legislator. You must respond to the demands placed on your library.

It is easier to lobby if you first have established a meaningful relationship with your legislators. That is not at all difficult to do. Remember, it is not necessary to be friends, or even to like each other. The key to successful lobbying is respect. If you are by nature a political activist, then by all means work on a campaign. If you are not, then don't despair. All you need to do is to make an appointment with each of your state representatives and your state senator. (When you get into the swing of things, and find out how easy it can be, you can then move up to the federal level.) Ask for an appointment. Explain that you would like to introduce yourself and briefly tell him/her about the library and the service it performs for the community. Bring another person with you from your library if you like. Prepare a few sheets of written information to help explain your library's services. Be sure to show how recently considered legislation has helped your library. For instance, if you have a correctional institution in your community with well received library services, mention it. If you have been able to take advantage of the per capita grant to local libraries and this has helped in a crisis, mention it. If your library relies heavily on system services, and that funding is in jeopardy, mention it. Politicians, by virtue of those very qualities which make them politicians, are very approachable and very easy to talk to. That is their job. They will make you feel comfortable. Follow up on your visit with a brief letter indicating that you will be happy to supply any additional information he or she needs.

You will now have established a relationship which can be most productive. Your future contacts will likely pertain to specific issues or pieces of legislation and those contacts may take several forms.

When you write to a legislator, keep your letter concise whenever possible and write only about one issue. Be sure you have the correct spelling of his or her name, address and title. The ideal letter will have three paragraphs on one page. If you need to send more information, such as statistics or details, do it on an enclosed separate sheet. In the opening paragraph state the issue and the bill number (when available) and that your library is impacted either positively or negatively by that issue. The second paragraph should spell out in brief detail the impact on you library and its ability to serve the community. In the third paragraph close with a plea for action (or inaction). A usual watchword of lobbying is not to use a form letter. Be individual and be original. Type, do not handwrite, whenever possible. If you are writing as a library official, use your library letterhead, otherwise use business or personal stationery. If you wish, you may send a mailgram. By the way, you can send a personal opinion message of fifteen words or less to the governor, lieutenant governor, state senator, or state representative or the president, vice-president, senators, or congressmen. Take advantage of that unique bargain, but again. phrase the message yourself. After a while, even if you only correspond, your legislator will become familiar with your name and your concerns, and because your letters are well written, will begin to respond more and more personally. Sign your letters with your first name only. Whenever, for any reason, you get a response signed by your legislator with his or her first name only, grasp that ideal opportunity. That is the signal for you then to begin to address your letters, "Dear Ed" instead of "Dear Representative Smith"or "Dear Mr. Smith." Remember, a first name basis in writing entitles you to be on a first name basis on the telephone or in person.

Telephone contact can be more productive than letter writing. During the course of a legislative session bills can be heard and acted upon too quickly for letter writing. The same rules apply to a phone call as they do to writing a letter. Be courteous, be knowledgeable, know how the issue affects your library before you call. If you want to talk to your legislator and he or she is unable to talk to you at that time, ask when you can call back. Sometimes, all that is necessary is for the secretary to record your call and relay your message to the legislator. If that is done, be sure to leave your name and phone number in case your legislator needs more information from you.

As you can see, communication is more than just a letter asking for action. You will develop a relationship which will depend on letters, telephone calls, and personal contact. Altogether, this may require an investment of perhaps one or two days each year. Not a lot to ask for effecting changes which impact on your life and the lives of your library's patrons, is it?

The watchword is courtesy. It is always important to influence a public official. It is always as important to follow up your request with a "thank you." Sometimes you cannot thank your legislator for his or her support. It is even more important at those times to thank him or her for consideration of the problem. Not every legislator, no matter how supportive of your library interests, will necessarily always vote to help libraries. Your goal is that your elected public officials understand your needs and be supportive whenever possible. As the lyrics of our national anthem indicate — "then conquer we must, when our cause it is just," — libraries are a good cause. The most essential ingredient of a good library lobbyist is a commitment to the cause of libraries and librarianship. Be sincere. Be casual. Be a living representative of the most important service in today's society. Recognize your limitations — but also recognize those of the person you are trying to influence. The political process and the legislative process are both designed for maximum citizen input. Use that knowledge. It is desirable, when appropriate, for you to contact others in your community to assist you by speaking on behalf of your library. These can be elected officials (federal, state, or local), leading citizens, campaign contributors, or friends of the person you are trying to influence. If done properly, calling on others to help you can sometimes be more meaningful than any other approach. Indeed, the basis of our judicial system lies in having others represent us.

I am not suggesting that you be devious. It is not necessary. Libraries are recognized for their importance. All I am suggesting is that you explore every avenue.

The tasks I have outlined are not simple, nor are they necessarily easy to accomplish. I am presuming a personal commitment to your library. I am also presuming that you feel, as do I, that libraries are not merely an extension of the educational process (and that would be enough), but the cultural, informational, and educational center of your community. Library service encompasses all information resources available. Your efforts with your elected public officials will encompass all of these factors while responding to your citizens' needs.

In the last few years, I have discovered some delightful by-products to library citizen lobbying. Some enduring friendships between legislators and librarians have developed, more than I would have expected. Because librarians and trustees can get caught up in the excitement, their sharing of experiences has resulted in a sharing of information which is not only meaningful to them, but has made all of us who have come in contact with them feel more comfortable about lobbying.

Ten years ago I was merely a private citizen. Nine years ago I became a library trustee. Four years ago I would never have dreamed of contacting a public official. Currently, I am your lobbyist. It's a little like swimming. Try it. Once you get your feet wet, and see what an important impact you can make, your life will never be the same again.

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Appendix IX-B

Duties and Responsibilities

Of the Library Board

1. Employ a competent and qualified librarian
2. Determine and adopt written policies to govern the operation and program of the library
3. Determine the purposes of the library and secure adequate funds to carry on the library's program
4. Know the program and needs of the library in relation to the community; keep abreast of standards and library trends; plan and carry out the library program
5. Establish, support, and participate in a planned public relations program
6. Assist in the preparation of the annual budget
7. Know local and state laws; actively support library legislation in the state and nation
8. Establish among the library policies those dealing with book and material selection
9. Attend all board meetings and see that accurate records are kept on file at the library
10. Attend regional, state, and national trustee meetings and workshops, and affiliate with the appropriate professional organizations
11. Be aware of the services of the state library
12. Report regularly to the library board, to the officials of local government, and to the general public

Of the Librarian

1. Act as technical advisor to the board; recommend needed policies for board action; recommend employment of all personnel and supervise their work
2. Carry out the policies of the library as adopted by the board
3. Suggest and carry out plans for extending library services
4. Prepare regular reports embodying the library's current progress and future needs; cooperate with the board to plan and carry out the library program
5. Maintain an active program of public relations
6. Prepare an annual budget for the library in consultation with the board and give a current report of expenditures against the budget at each meeting
7. Know local and state laws; actively support legislation in the state and nation
8. Select and order all books and other library materials
9. Attend all board meetings other than those in which his own salary or tenure are under discussion; may serve as secretary of the board
10. Affiliate with the state and national professional organizations and attend professional meetings and workshops
11. Make use of the services and consultants of the state library
12. Report regularly to the governing officials and the general public

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[1] Reprinted by permission of the American Library Association from *The Trustee of a Small Public Library* by Virginia G. Young, copyright 1978 by the American Library Association.

Chapter 10

Associations of Concern to Trustees

Trustees and Library Associations

Most library-related associations have historically existed to:

- expand public libraries
- provide opportunities for continuing education activities
- foster fellowship among librarians, library trustees, members of Friends of the Library organizations and others concerned with adequate levels of service
- assure a library voice when local, state and national governments make decisions on library programs

Over the years, these four areas have received various degrees of emphasis, depending on the size, location and resources of the library organization and unanimity of its membership.

American Library Association, Inc.

Founded in 1876, the American Library Association (ALA) was incorporated in 1879 and is the world's oldest and largest national library association.[2] One of the best descriptions of the purpose of ALA is found in the *ALA Handbook of Organization.*

Its concern spans all types of libraries: state, public, school and academic libraries; special libraries serving persons in government, commerce and industry, the arts, the armed services, hospitals, prisons, and other institutions. With a membership of libraries, librarians, library trustees, and other interested persons from every state and many countries of the world, the Association is the chief spokesman for the people of the United States in their search for the highest quality of library and information services. The Association maintains a close working relationship with more than 70 other library associations in the United States, Canada, and other countries, and it works closely with many other organizations concerned with education, research, cultural development, recreation, and public service.[3]

Two divisions within ALA are of particular concern to library trustees. They are the American Library Trustee Association and the Public Library Association.

As America's leading national library organization ALA supports a Washington office for the purpose of positively influencing federal policies in regard to libraries. As outlined in the *ALA Handbook*, the Washington office has the following charge:

The staff of the Washington Office acts as the link between ALA members and the federal government by relaying news of important government actions affecting libraries to the membership, and by supplying information and assistance to government agencies and Congress. The office makes official comment on proposed federal regulations concerning libraries and librarians, supports legislation benefiting libraries and library service, and works for meaningful appropriations levels for federal library-related programs. In addition, the office assists librarians in their contacts with government agencies and Congress, and works closely with state library associations, ALA units, and others in compiling data on library needs nationwide.[4]

Alabama Library Association, Inc.

Founded in 1904 and incorporated in 1975, the Alabama Library Association, Inc. (AlaLA) is a nonprofit corporation formed "to promote the welfare of libraries of all types, promote the professional interests of librarians, encourage better use of libraries and encourage literary activities in the state."[1]

One aspect of the AlaLA which is of particular importance to library trustees is the association's Trustees and Friends Division which is composed largely of public library trustees and members of local Friends of the Library groups. In addition, there is a Public Library Division whose ranks include many of the staff of Alabama's public libraries. Both divisions will generally sponsor programs at AlaLA's annual conference.

More information on the Alabama Library Association, Inc. may be obtained by writing to: Executive Secretary: P.O. Box BY, University, Alabama 35486.

Southeastern Library Association

Founded in 1920 and incorporated in 1950, the Southeastern Library Association, Inc. (SELA) is the regional organization for libraries, trustees, Friends and individuals with a concern for libraries in the states of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia and Louisiana.

SELA contains both a Public Libraries Section and a Trustees and Friends of the Library Section, both of which sponsor programs at the association's biennial conferences. Since its geographic area does not coincide with local, state or federal levels of government, SELA is not a factor in the political advocacy of library programs.

For more information on the Southeastern Library Association, Inc., contact: Executive Office, Southeastern Library Association, Inc., 4419 Cowan Road, Tucker, Georgia 30084.

Friends of Alabama Libraries, Inc.

During the 1979 Alabama Governors Conference on Library and Information Services, the assembled delegates, most of whom had no formal connection with libraries of any sort, called for a revitalized public relations program "to create among users and non-users a vital awareness of library and information facilities, resources and services."[5]

In response to this resolution a number of Alabama residents held a series of meetings which, in 1981, resulted in the formation of the Friends of Alabama Libraries, Inc. (FOAL), a non-profit corporation dedicated to achieving citizen awareness of library services. Although library staff are encouraged to join FOAL, it is primarily an organization of library users, friends and trustees.

For more information about FOAL, contact: Friends of Alabama Libraries, 100 Deer Path Road, Ozark, Alabama 36360.

Summary

Historically, librarians and library-minded individuals have joined together to address library concerns through state, regional and national associations. Of particular interest to Alabama trustees are the Alabama Library Association, Inc., the Southeastern Library Association, Inc., the American Library Association, Inc., and the Friends of Alabama Libraries, Inc. The cost of membership dues for board members is a legal and appropriate expenditure of the library budget.

X—FOOTNOTES

[1] "The Alabama Library Association," *Alabama Librarian* 30 (July/August, 1979): 9.

[2] American Library Association, *ALA Handbook of Organization 1981/1982* (Chicago: American Library Association, 1981), p. 1.

[3] Ibid.

[4] Ibid., p. 152.

[5] *Proceedings of the Alabama Governor's Conference on Library and Information Services* (Montgomery: Alabama Public Library Service, 1980), p. 20

Chapter 11

The Alabama Public Library Service

State Library Agencies--General

Since the end of the nineteenth century, each of the 50 state legislatures has created a state library agency and has charged that department of state government with developing library service. The term "state library agency" is generic in nature since the actual names of the agencies of state government concerned with libraries vary. In Mississippi, for example, the agency is called the Mississippi Library Commission; in Tennessee, the Tennessee State Library and Archives. In Alabama, the state library agency is known as the Alabama Public Library Service (APLS).

Although the precise responsibilities of state library agencies differ as frequently as their names, all have the common function of library development i.e., the charge of encouraging local governments and libraries of various types to cooperatively increase the levels of library service offered to state residents. A 1978 work defined library development functions as functions:

> **". . .which foster the improvement and coordination of library resources and services throughout a state. These include: network and system development; administration of state and federal funding programs which foster resource sharing, resource and service development, improved organization and operation of libraries and systems, and access to resources; statistics collection and analysis; planning and evaluation; research; dissemination of information; and consultant service."**[1]

In addition to their library development functions most state library agencies have library operations functions and therefore collect and maintain subject and reference collections and provide direct reference and library service to state government.[2]

Alabama's State Library Agency

By law, the Alabama Public Library Service is an agency which has "as its chief objective the development of a cooperative system of providing books and library service for the various municipalities and counties of the state."[3]

The statutory authority to guide the Alabama Public Library Service in the achievement of this objective rests with an Executive Board of five members, each of whom are appointed by the Governor of Alabama for terms of five years. The Executive Board is empowered to hire a director to administer APLS. In turn, the director is authorized to nominate "all other members of the staff."[4]

Administratively, the Alabama Public Library Service operates through distinct units. Rather than attempting a line by line analysis of the agency organization chart (Appendix XI-A), this chapter will summarize the APLS programs as they directly benefit the public, assist public libraries in providing service, and further the efforts of state government.

APLS Services to the Public

Every state resident has the right to utilize the Alabama Public Library Service resources within the APLS building. However, most of the agency's programs reach Alabamians through the state's public libraries.

There is, however, a large group of Alabamians - the blind and physically handicapped - who require library resources beyond the range of the printed texts, films and compilations of computerized data which public libraries can realistically be expected to purchase. Because these individuals have legitimate needs for service, there has developed a unique national, state and local partnership to meet the informational, educational and recreational needs of the blind and physically handicapped population.

On the federal level, this cooperative effort is centered in the National Library Service for the Blind and Physically Handicapped of the Library of Congress, known to librarians as NLS. NLS distributes braille and "talking book" (cassette and disc) versions of recently published books and periodicals (magazines). These materials are distributed to a nationwide system of regional libraries for the blind and physically handicapped. These regional libraries have the actual responsibility of lending both the specialized materials and the record and cassette players necessary to use them to eligible individuals via free use of the mails. In Alabama, the regional library charged with this duty is the Division for the Blind and Physically Handicapped of the Alabama Public Library Service.

The Division for the Blind and Physically Handicapped provides direct service to eligible individuals in the majority of Alabama's sixty-seven counties through the local public library and the Special Technical Facility in Talladega.

Additional information on the activities of the Division for the Blind and Physically Handicapped can be found in the Division's quarterly newsletter, *WhAT'S LINE.*

APLS Service to Libraries

By intent, most of the programs of the Alabama Public Library Service are designed to be supportive of the services of local public libraries. As such, they often have a low visibility and may be unknown to some trustees. Nevertheless these programs involve a substantial share of the state library agency's budget and directly and indirectly affect every public library and library user in Alabama. In addition to the blind and physically handicapped program discussed earlier, these activities include:

- **Distribution and Administration of State and Federal aid**
- **ALIN - the Alabama Library Information Network (ALICAT, APLS Reference Service, Birmingham Resource Center, RILL)**
- **Statewide Film and Video Service**
- **Library Development Services**
- **Statewide Public Awareness Program**
- **Humanities Resource Center (Co-funded by the Committee for the Humanities in Alabama)**
- **Scholarship Program and Recruitment Service**
- **Library Advocacy with other agencies.**

Distribution and Administration of State and Federal Aid

By statute, state and federal allocations are administered by the Alabama Public Library Service in ways designed to achieve the State of Alabama's goal of developing "a cooperative system of providing books and library service for the various municipalities and counties of the state."[5] To this end, the *Code of Alabama* authorizes APLS to "promulgate rules and regulations" under which state aid is to be administered.[6]

In order to assure that the regulations or criteria (Appendix XI-B) under which state aid is distributed both protect the interests of the State of Alabama and meet the needs of public libraries, the Alabama Public Library Service entrusts the periodic revision of the criteria to a committee of public library directors and trustees. Following the development of a working draft, the criteria are then submitted for a review and vote of the public library directors at a Quarterly Administrators Meeting. The criteria must receive the approval of the directors before they are submitted to the APLS Executive Board for adoption. A similar process is undertaken when it is determined that revision is needed in the criteria under which the federal funds provided to Alabama under the **Library Services and Construction Act** (LSCA) are distributed. However, since the federal government has mandated certain priorities for expending LSCA funds, the Alabama Public Library Service must insure that state criteria conform with federal guidelines.

ALIN--The Alabama Library Information Network

(APLS Reference, Birmingham Resource Center, ALICAT and RILL)

For the last several decades, the growing needs of an increasingly sophisticated Alabama society have brought pressures on public libraries to provide information and material resources which were and often are far beyond what could be acquired with local budgets. Much of this demand is being met by the two statewide resource centers: Alabama Public Library Service and the Birmingham Public Library (BPL).

This system of two resource centers meets a high percentage of the information needs of public libraries. However, from the beginning, ALIN was hampered by the inability of a local library to know whether or not either of the centers owned a requested work. This often resulted in delays in bringing needed items to library users. A way to minimize this difficulty developed in the mid 1970s when both the Alabama Public Library Service and the Birmingham Public Library, for reasons ranging from greater cost-effectiveness to greater public access, began to automate their cataloging procedures and replace their old card catalogs with the computer-generated microfilm and microfiche variety.

As computer records can be merged with relatively little difficulty, a "union" catalog which would hold the records of both APLS and BPL was created. Since a number of Alabama's academic libraries were recording their acquisitions in a national computer data base maintained by OCLC, Inc. (Online Cataloging Library Center, Inc.) and brokered in the southeast by SOLINET (Southeastern Library Network), they were also approached to add their computer records to the new union catalog. When the cooperative agreement was finalized, ALICAT, the Alabama Interlibrary Loan Catalog, was then funded by the Alabama Public Library Service. Copies of the new union catalog were provided, along with the microfilm readers necessary to use them, without charge to all the state's regional public libraries and to the participating academic institutions. With succeeding editions of ALICAT, it was possible to add to it the holding symbols for many other public libraries.

Having financed the development of a new and effective tool for interlibrary loan, the Alabama Public Library Service then responded to a lack of trained reference and interlibrary loan librarians in several of the regional libraries by creating the RILL (Reference and Interlibrary Loan) program. This program placed a MLS librarian in eight of Alabama's regional libraries. Working with regional staff and librarians of all types, these RILL librarians fill local requests at the regional level and funnel unanswered requests to APLS or to the Birmingham Resource Center. In so doing, they strive to develop the regional library headquarters into a reference and interlibrary loan service center capable of better utilizing local resources and guiding the development of reference and interlibrary loan activities.

The Alabama Public Library Service Reference Department, Birmingham Resource Center, ALICAT, and the RILL program, all funded by the Alabama Public Library Service, comprise ALIN, the Alabama Library Information Network, a statewide effort designed to support the efforts of public library programs in meeting user needs on the local level.

Statewide Film and Video Services

The only statewide service for the free lending of 16mm film and video is the Audio-Visual Center of the Alabama Public Library Service. Operating with a growing collection listed in periodically-issued catalogs, the AV center utilizes a computerized booking system to assist public libraries in meeting library programming needs and the programming requirements of community organizations.

Library Development Services

In addition to administering state and federal programs of financial aid, the Library Development Division provides services to further the efforts of Alabama's libraries. At full strength, the Division provides supportive activities in general library concerns and particular services in the following areas:

a. **Audio Visual Programs and Services**
Administering the Audio-Visual Center; assisting in the development of audio-visual (AV) programs in public libraries; and developing statewide and local workshops regarding the programming use of the film collection.

b. **Children and Young Adult (YA) Services**
Coordinating the statewide review sessions for children and young adult (YA) materials; evaluating (where requested) local children and YA collections; conducting training sessions for public librarians and members of the general public; maintaining the APLS review collections in children and young adult materials; and coordinating the annual summer reading program.

c. **Continuing Education**
Developing statewide training programs for library staff and trustees; undertaking surveys to determine continuing education needs; conducting workshops on trustee responsibilities; and creating training handbooks and manuals in areas of library concern.

d. **Network and Institutional Libraries**
Assisting libraries of all types in cooperating to further service to state institutions and working with public libraries on methods to provide library service to local institutions.

e. **Planning and Research**
Collecting data on library activities mandated by the *Code of Alabama;* assisting local libraries in analyzing their service areas; working with library researchers commissioned to study aspects of Alabama library services; developing surveys to measure public reaction to library programs; and assisting with long-range planning.

f. **Other**
In addition to the services formally listed as "consulting," APLS staff also provide consulting expertise to public libraries in the following areas:

- library automation (Information Services staff)
- analysis of local reference collections (Reference Department staff)
- cataloging and acquisitions (Technical Services staff)
- blind and physically handicapped services (Division for the Blind and Physically Handicapped staff)
- library construction (APLS Administration and Library Development)
- personnel administration and recruitment (APLS Administration and Library Development)

Statewide Public Awareness Program

In addition to developing greater awareness of the programs of the Alabama Public Library Service and supervising the agency publication activities, the Public Relations Division is charged with assisting public libraries in developing methods of publicizing and promoting library activities. The division also publishes the Alabama Public Library Service bi-monthly newsletter *Cottonboll.*

Humanities Resource Center

Jointly funded by the Committee for the Humanities in Alabama and the Alabama Public Library Service which also provides offices for its operations, the Humanities Resource Center assists public libraries, other institutions and the general public in developing programs in the humanities. It lends, without charge, its collections of films, videotapes, audiotapes, exhibits and slide shows. The Center also prepares "program packages" which are developed around a particular humanities theme and which facilitate the borrower undertaking a program in the theme area.

More information on the activities of the Humanities Resource Center can be found in its bi-monthly publication *Kiosk.*

Scholarship Program Recruitment Services

For many years, the Alabama Public Library Service has supported a scholarship program designed to enable Alabamians to earn graduate library degrees from programs accredited by the American Library Association. Part-time scholarships are annually awarded to qualified staff currently employed in public libraries. Full-time scholarships, open to staff members of public libraries and to other college graduates, are awarded when funds are available and require the recipients to work two years in an Alabama public library following the receipt of the graduate library degree. Upon request, APLS will also assist public libraries in recruiting staff and will print notices of job vacancies in the agency newsletter *Cottonboll.*

Library Advocacy with Other Agencies

As Alabama's state library agency, the Alabama Public Library Service plays an active part in advancing library concerns with other departments of state and national government. In recent years this function has included:

- successful application for Appalachian Regional Commission funds to provide 80% of the cost of minibookmobiles and library vans for public libraries in the Appalachian areas of Alabama
- assistance in securing interstate contracts which allow Alabama libraries to legally serve and receive payment for serving nearby communities in contiguous states
- assistance in obtaining building construction grants
- assistance in obtaining grants for library programs.

APLS Services to State Government

In serving the library and information needs of the State Legislature and the other departments of state government, the Alabama Public Library Service plays both complementary and primary roles. Its efforts are complementary in that they consciously attempt to minimize duplication of functions and collections within other state units.

However, it is the Alabama Public Library Service which is expected to meet the majority of the information needs of most areas of state government. In carrying out its functions, APLS makes use of some of the same computer files and automated services it employs to assist public libraries with their patron needs. Additionally, APLS subscribes to a considerable number of periodicals in areas of state concern; utilizes the *COPIC* (Copying of Periodical Indexes and Contents) to allow state legislators and employees to select and receive periodical articles of interest; and purchases a considerable number of books and films in those fields where the government of the State of Alabama requires in-depth information. To assure maximum utilization of the APLS collections, microfiche copies of the APLS catalog are regularly produced and provided to interested sectors of state government.

Summary

As Alabama's state library agency, the Alabama Public Library Service functions in many different ways to meet identified needs for library and information services. These approaches include direct public service to significant portions of the Alabama population, support to public libraries in meeting local library needs and operating the State of Alabama's primary program dedicated to meeting the growing requirements of state government for information and library services.

In the area of direct service to the public, the Alabama Public Library Service provides free, in-building use of its resources to all Alabamians and has the primary and supervisory duties of delivering talking book and braille materials to Alabamians requiring the specialized holdings of the agency's Division for the Blind and Physically Handicapped.

APLS reinforces the abilities of public libraries to meet local needs through such programs as:

- state and federal aid
- ALIN - the Alabama Library Information Network (APLS and Birmingham Resource Centers, ALICAT and RILL)
- film and video services
- library development services
- public awareness
- Humanities Resource Center
- scholarship and recruitment
- advocacy of library interests with other state and federal agencies.

The Alabama Public Library Service meets the library and information needs of state legislators and employees through cost-effective, non-duplicated efforts to provide computerized data, relevant periodicals books and films in job-related areas. To assure maximum utilization APLS also provides state agencies with microfiche catalogs of its holdings.

XI—FOOTNOTES

[1] Joseph F. Schubert and James W. Fry, "State Library Agency Organizations and Services," in *State Library Development Agencies*, Library Trends, vol. 27, no. 2, issue ed. John A. McCrossan (Urbana: University of Illinois Graduate School of Library Science, 1978), pp. 115-116.

[2] Ibid.

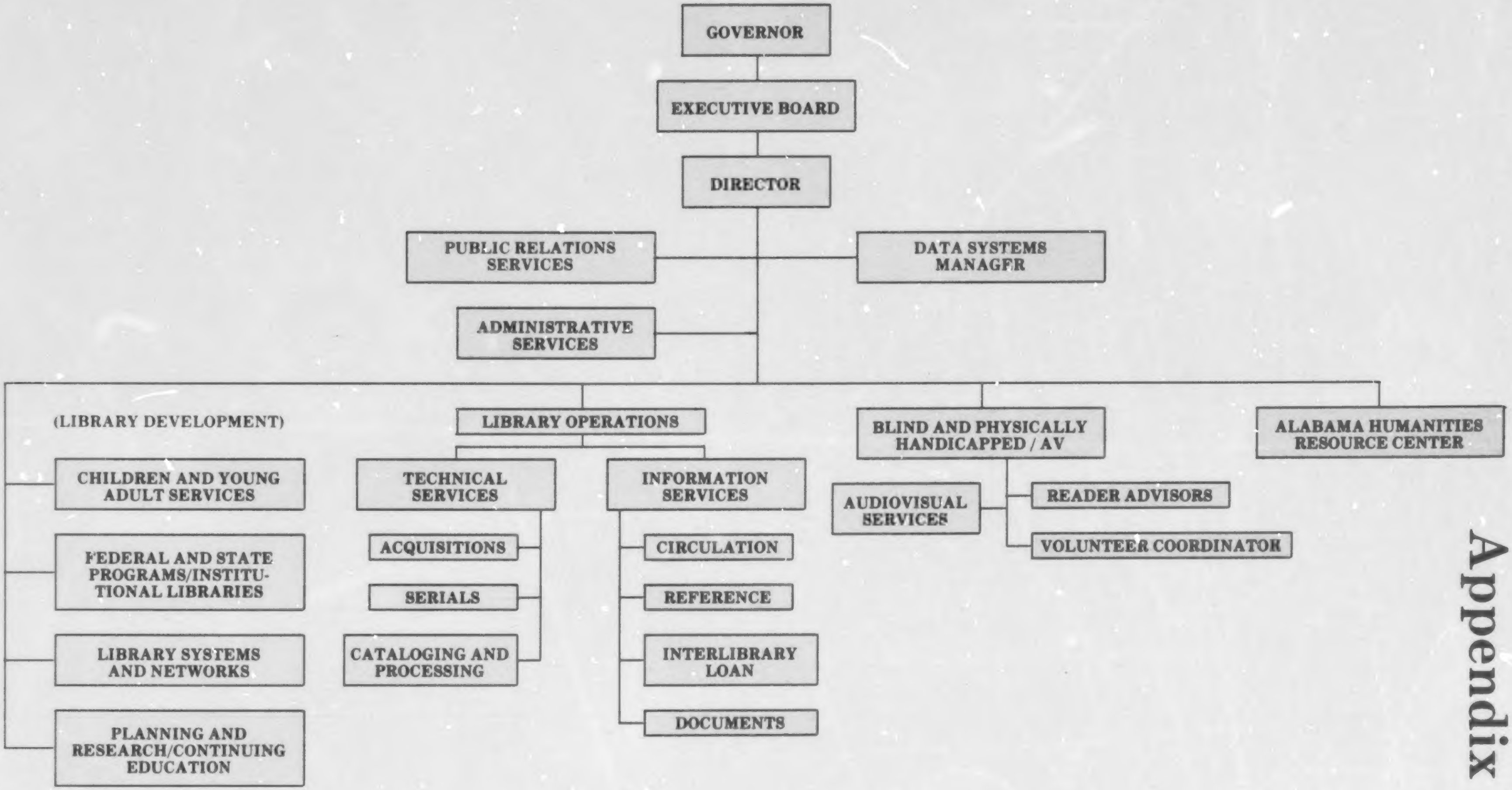
[3] Section 41-8-1 *Code of Alabama 1975.*

[4] Section 41-8-3 *Code of Alabama 1975.*

[5] Section 41-8-1 *Code of Alabama 1975.*

[6] Attorney General's Opinion of September 13, 1979, to Anthony W. Miele, Director, Alabama Public Library Service.

Alabama Public Library Service


GOVERNOR
EXECUTIVE BOARD
DIRECTOR
PUBLIC RELATIONS SERVICES
DATA SYSTEMS MANAGER
ADMINISTRATIVE SERVICES
(LIBRARY DEVELOPMENT)
CHILDREN AND YOUNG ADULT SERVICES
FEDERAL AND STATE PROGRAMS/INSTITUTIONAL LIBRARIES
LIBRARY SYSTEMS AND NETWORKS
PLANNING AND RESEARCH/CONTINUING EDUCATION
LIBRARY OPERATIONS
TECHNICAL SERVICES
ACQUISITIONS
SERIALS
CATALOGING AND PROCESSING
INFORMATION SERVICES
CIRCULATION
REFERENCE
INTERLIBRARY LOAN
DOCUMENTS
BLIND AND PHYSICALLY HANDICAPPED / AV
AUDIOVISUAL SERVICES
READER ADVISORS
VOLUNTEER COORDINATOR
ALABAMA HUMANITIES RESOURCE CENTER

Appendix XI-A

Appendix XI-B

Alabama Public Library Service
Library Development Division

Rules and Regulations for State Aid To Public Libraries

The purpose of state aid funds is to support existing library programs and to encourage the development of new programs where needed to make excellent library services available to all citizens.

The public library must be legally established according to the *Code of Alabama 1975*, (11-90-(1-4). A copy of the ordinance or resolution establishing the public library must be on file with the Alabama Public Library Service (APLS).

In order to receive state aid, a library board must:

- notify APLS of official board appointments and the term to be served within 30 days of the appointment;
- meet a minimum of four times a year;
- have written bylaws governing its functions, with a copy on file at APLS;
- approve written policies for the public library (with a copy on file at APLS) which cover the following:
  1. Library objectives.
  2. Patrons.
  3. Personnel, including memberships in professional organizations, attendance at professional meetings, grievance procedures, job descriptions, performance evaluations, etc.
  4. Cooperation with other libraries.
  5. Public relations.
  6. Materials selection policies.
  7. Regular services and special services to groups, the handicapped, non-resident borrowers, shut-ins, etc.
  8. Overdue fines and other fees and charges.
  9. Gifts and memorials.
  10. Physical facilities.
  11. Other.

The public library must develop a written five-year, long range program of service which will be reviewed and updated each year. The program should include:

- The community's information needs and services.
- Staff development.
- Collection development.
- Capital expansion.
- Other.

The public library must employ a head librarian qualified to serve the needs of the public. Library administrators must participate in APLS-sponsored in-service training programs (workshops, administrators' meetings, conferences, etc.). Directors of regional libraries must attend at least two administrators' meetings each year. Directors of member and non-member public libraries should attend at least one administrators' meeting each year.

The public library must not deny service to anyone on the basis of age, race, sex or creed.

The public library must be open to serve the public a specified number of hours based on the following scale:

hours per week	for population served
50 - 60	over 50,000
40 - 50	25,000 - 50,000
30 - 40	10,000 - 25,000
20 - 30	5,000 - 10,000
20	under 5,000

- Where a public library administrative unit is separate from a local public library, the administrative unit must designate a library within the service area to be open to serve the public the required number of hours.

Each library must strive to have a well-balance collection of not less than one volume per capita and not less than 1.5 currently useful items per capita. The term "item" intended to include books, non-book materials such as recordings, films, filmstrips, prints and cassettes.

The library must have a current financial budget based on local tax-appropriated funds of not less than the amount of state aid for which it is eligible nor less than the previous year's budget.

- If local appropriated funds are not sufficient to match for state aid, the amount of state aid will be reduced proportionately. The amount of reduction is based on an average of the two previous years' appropriated budgets as compared to the current budget.
- Both municipal and county funds appropriated for public library services may be counted toward matching funds for state aid.
- A multi-county regional library can qualify for the total state aid amount for which it is eligible even if any county or municipality within the region is unable to match for its share, provided that supplementary local appropriations from other member counties or municipalities are available to match for the necessary amount of state aid. State aid funds received by a regional library by this method can only be used in the counties or municipalities providing the supplementary funds.
- No more than fifty percent (50%) of a library's state aid funds will be used for salaries during any fiscal year.
- Where a county or multi-county regional system exists, all state aid funds for libraries will be forwarded from APLS to the headquarters of that region. All state aid funds will be administered by the head of the regional system on behalf of the citizens of that county or counties. Only libraries within the geographical boundary of the regional system may receive those state aid funds, and only those libraries which are members of that regional system may receive those state aid funds. Where no county or multi-county regional system exists, individual libraries may apply to APLS for state funds based on the population of the city or town in which the library is located.
- A library must have an annual external audit of state aid funds made by a licensed public accountant and must file this audit with APLS by December 1 of each year.

- No state aid may be used for construction, remodeling or alteration of buildings. If state aid funds are used for a non-allowable expense, such funds must be replaced with local money, or the amount must be returned to APLS.
- The formula for state aid distribution is 100% per capita (per capita defined by the latest U.S. Census or an official U.S. Census update).
- A minimum of 10% of the total library budget, excluding capital outlay funds, will be designated for the purchase of library materials.

All documentation required for the receipt of state aid must be filed with APLS by December 1 of the current fiscal year. Libraries whose documentation is received at APLS after April 1 of the current fiscal year will fail to qualify for the first quarter's allotment of the fiscal year. Libraries whose documentation is received after July 1 of the fiscal year will fail to qualify for any state aid funds of that fiscal year. The following items are required for the receipt of state aid to public libraries:

- List of current library board members, the dates of the terms each member will serve
- Audit of previous year's state aid funds
- Completed Annual Statistical Report
- Changes in library service policies
- An updated long range program of service
- Application form including local appropriation amounts for library budget

Libraries failing to meet any of the Rules and Regulations for State Aid to Public Libraries may request special consideration by writing to the Director of APLS.

(Rules and Regulations for State Aid to Public Libraries to become effective October 1, 1984)

Appendix XI-C

Goals of Service

Libraries should strive for a minimum annual local per capita support equal to 1/10 of one percent of local per capita income.

A minimum of 15 percent of the total library budget, excluding capital outlay funds, should be designated for the purchase of library materials.

Libraries should strive for a well-balanced collection of not less than one title per capita and not less than 1.5 currently useful items per capita. The term "item" is intended to include books. non-book materials such as recordings, films, filmstrips, prints and cassettes.

Each library should have a minimum of 25 current periodical subscriptions indexed in *Reader's Guide.*

Regional headquarters collections should have a minimum of 100,000 non-fiction volumes, plus sufficient juvenile and adult fiction to meet the needs of the community.

A regional library should have available within its area of service 300 periodical titles with 80 percent indexed by standard tools.

The percentage of state aid used for salaries should decrease in subsequent years.

Chapter 12

The Library Board As Evaluator

Evaluation As Board Responsibility

As discussed in Chapter I, the *Code of Alabama* charges the library board with the "government and supervision" of its library. Inherent in this responsibility is the obligation to insure that the library is providing the best possible service with the funds entrusted to it.

The duty to govern and supervise is partially discharged through the library board annually evaluating: (a) its own activities; (b) the performance of the library director; and (c) the overall success or failure of library programs. Having delegated the employment of the library's subordinate personnel to a qualified director, library boards generally entrust the evaluation of these staff members to this individual. Such assessment, particularly where it involves the possibility of termination, is usually delegated under policies which allow for appeals to the board for a final determination.

The Board & Self Evaluation

In general, a community judges the effectiveness of a public library board by the level of services — good, bad or indifferent — provided by the library. Unless the board is actively involved in a matter of strong local concern it is not generally evaluated on the manner in which its members devote themselves to governing and supervising the library on the public's behalf.

As a result, if evaluation is to occur, it must be a self-evaluation undertaken by the board itself. Such an appraisal should be seen for what it truly is: a time set aside for the board to consider what has been done and what can be done to improve its own effectiveness on behalf of the residents of the library's service area.

One of the best short treatments of a library board's obligation to analyze its own activities is found in Carlton Rochell's revision of *Wheeler and Goldhor's Practical Administration of Public Libraries* and is reproduced below:

The Board's Evaluative Function

The obligation to perform at least a superficial self-evaluation seems obvious. Unless the board understands the factors, can weigh pros and cons, has some basis of comparison, it is in poor position to know what sort of a library it is running. Its lack of information about its own library may be startling and dismaying to the director and staff it employs.

Here are some suggestions for gaining background and perspective with which to judge and weigh recommendations made to and by the board:

1. Set aside some time in which to go through the library carefully, with the director or a qualified colleague to explain the organization and the work of each assistant in a smaller library or at least the leaders in a larger one and to learn what each department or branch is doing to build its collections and services. Showing trustees the process of answering a reference question while the reader awaits the result often proves the first revelation of what a library does.
2. Read *Minimum Standards for Public Library Systems, 1966,* published by the ALA. (Editor's Note: A review of the works cited in Chapter IV: "The Board and Its Communities" would also be useful.) Trustees should also look at issues of *The Public Library Trustee,* a monthly newsletter prepared by the ALA that deals with special trustee problems.
3. Visit a few selected well-regarded libraries of similar size or a little larger; attend trustees' sessions at state and regional library conferences; discuss matters with other trustees; and analyze reports and statistics from similar communities.
4. Raise questions at board meetings and request reports by the director on major questions of development and on details of operation. The board may consider a subject so specialized or technical or expensive that it will appoint a temporary committee to inquire further into costs and benefits.

Criteria by various surveyors of public library situations indicate that a common factor in the good or poor status of a library is the board's constant interest in (a) what the public is getting for its money; (b) what the staff is paid for its talents; (c) whether the library is moving ahead or standing still in its total circulation, its adult nonfiction circulation, its children's services, and the volume and quality of its reference service; (d) the degree to which the library is looked upon by the community and by individual citizens as a constant daily impetus to constructive thinking and activity and to good citizenship, measurable in part by the attention given the library in local or nearby newspapers; and (e) the community's concern with knowledge which the board has a basic responsibility to promote.

A Trustee Test

Trustees who wish to undertake some self-evaluation of their effectiveness might find the following brief test a useful exercise:

Score yourself.

Directions: Circle appropriate number   Total your score   See rating

1. Have you attended every Library Board meeting since becoming a trustee?
   Every meeting — 6   Missed some — 2   Occasionally — 1
2. How many library system, state library meetings, and library workshops have you attended in the last six months?
   Six or more — 6   Three or more — 3   One or more — 1   None — 0

3. How many meetings have you attended as a representative of the library in the last year in your community?

   Six or more — 6 Three or more — 3 One or more — 1 None — 0

4. Have you visited your local library and talked with staff other than the head librarian in the last sixty days?

   Three times or more — 5 Twice — 2 Once — 1 No visits — 0

5. Have you visited other libraries in the last six months?

   Five or more — 6 One or more — 3 No visits — 0

6. Have you reviewed the library's objectives in the last year?

   Yes — 1 No — 0

7. Have you taken steps to increase library revenues?

   Yes — 1 No — 0

8. Have you encouraged the expanding services of the library?

   Yes — 1 No — 0

9. Have you been engaged in public relations activities for the library in the last six months?

   Yes — 1 No — 0

10. Have you read your state library law?

    Yes — 1 No — 0

Rating:

34 to 25	Excellent	If you have time, consider joining and helping in state, regional and national trustee associations.
24 to 15	Very Good	Can you help others?
14 to 10	Good	Good start
9 to 5	Fair	Consider resigning or take more interest
4 to 0	Poor	You should resign from the board.[1]

Evaluating the Director

The evaluation of the library director ranks in importance second only to the library board's review of its own activities. For reasons of timing, it is usually undertaken at or just prior to the first board meeting of the library's fiscal year.

There are many good reasons for a board to review the director's work at specified periods of time. If the director is recently hired, an appraisal after three months will assist both the director and the board in determining how well each is adjusting to the other with opportunity for changes. Another appraisal of a new director is generally made after six months to determine whether or not he has successfully met board expectations, including any modifications in performance requested by the board at the three-month evaluation.

Subsequent to the six-month review of the director's performance, his evaluations are usually undertaken on an annual basis. Such interactions with the library board, thus providing the opportunity to discuss achievements and possible problem areas, enable both the director and the board to deal with significant concerns in a timely manner. A possible evaluation form for a board's reviews of the performance of its director is included as Appendix XII-A of this chapter. Where adopted, it shoud be discussed with the director prior to the period of time for which it will be used. This discussion, an opportunity to underscore what the board is looking for in its library administrator, can assist the director and trustees in developing a fuller understanding of his duties.

Evaluation of the Library Program

Although the evaluation of the library staff is the director's duty, the review of the library program is a board function. As described in Chapter IV ("The Board and its Communities") there are a number of yardsticks against which any public library's efforts can be measured. These include the:

- library's own annual and long-range plans of service
- local standards developed through community analysis, use of *A Planning Process for Public Libraries*, etc.
- Alabama Public Library Service's *Criteria for Determining Eligibility to Receive State Aid*
- lastest standards of the Alabama Library Association's Public Library Division
- *American Library Association's Minimum Standards for Public Library Systems, 1966.*

When considering the progress made by the library towards meeting the needs of its service area, the library board will naturally view the library's local funding, number of volumes in its collection, total staff, i.e., the "input" measures, against whatever standards it deems to be most applicable. In addition, board members may also want to consider using a new set of measurements called "output" measures which are beginning to receive national acceptance. These include but are not limited to:

- **title fill rate** - the ability of the public to obtain a specific title
- **browsing fill rate** - the ability of the public to browse through the library and find something of interest to take home
- **per capita circulation** - the annual circulation divided by the population of the service area separated by children and adults
- **in library use** - library materials used within the library
- **registration** - the number of local residents registered to use the library
- **program attendance** - number of individuals attending library programs
- **reference questions** - questions for library assistance asked in person or via the phone
- **turnover** - circulation divided by book stock
- etc.

Assistance in using existing standards or in developing local methods of evaluating a public library's programs can be obtained from the Alabama Public Library Service.

In view of the value that analyzing the library's program can have in developing the budget and formulating plans for future service, the library board may want to make such evaluation an annual activity. Logically, it could be scheduled in the same part of the year as the board's self evaluation and the review of the director's performance.

Summary

The obligation to evaluate library concerns is a crucial aspect of the responsibilities of a public library board. This function generally includes the:

- library board's self-evaluation
- evaluation of the library director
- evaluation of the library program

As the director is responsible for the hiring of subordinate staff, review of their performance is generally left in his hands.

XII-FOOTNOTES

[1] Joseph Lewis Wheeler and Herbert Goldhor, *Wheeler and Goldhor's Practical Administration of Public Libraries* revised by Carlton Rochell (New York: Harper and Row, 1981) pp. 44-46. Copyrighted and reproduced by permission of Harper and Row.

Appendix XII-A

The library laws of Alabama vest in a board of trustees the government and supervision of its library and the authority to "elect" a librarian (Director) to manage the library under board policies. The following evaluation tool can be effectively utilized by the board and director as the agreed-upon basis for annually evaluating his performance.

General principles to be followed in evaluating:

- The director should be informed concerning what the trustees expect of his performance and of the evaluation procedures.
- Board members should rate the director on the basis of performance, documenting their observations. Isolated instances of good or poor work should not be allowed to unduly influence the rating.
- The director should be rated on performance, not potential.
- The terms of evaluation should be agreed upon with the director prior to the period of time, i.e., six-month probationary period, fiscal year, etc. for which the director is to be evaluated.

Note: This form was adapted with permission from the form "Performance Evaluation: Library Director" contained in the *Handbook for Library Trustees*, compiled by the Trustees Section, Mississippi Library Association (1978).

Performance Evaluation
Library Director

Name: ____________________

Period Covered: ____________________

Today's Date ____________________

Purpose of Evaluation

Annual Review ____________

Termination ____________

Other ____________

I. Governance and Policy Making — Circle Appropriate Rating

1. Does Director make balanced decisions within scope of his/her responsibility?

   always   nearly always   often   sometimes   seldom   never   don't know

   Comments:

2. Does Director assist and direct the board in setting goals and objectives and in evaluating library programs?

   always   nearly always   often   sometimes   seldom   never   don't know

   Comments:

3. Does the Director assist the board to know the library and information needs of the community?

   always   nearly always   often   sometimes   seldom   never   don't know

   Comments:

4. Does the Director prepare regular reports on current progress and future needs?

   always   nearly always   often   sometimes   seldom   never   don't know

   Comments:

5. Does the Director recommend policies to the board as needed and then implement the policies as adopted by the board?

always nearly always often sometimes seldom never don't know

Comments:

6. Does the Director inform and explain policies to staff and to the public?

always nearly always often sometimes seldom never don't know

Comments:

II. Finance

1. Does the Director supply facts and figures to the board to aid in interpreting the library's financial needs?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director submit a recommended budget in ample time and detail for the board's consideration?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director provide a report on status of expenditures at each board meeting?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director operate within the budget?

always nearly always often sometimes seldom never don't know

Comments:

5. Does the Director work with the board in interpreting the budget and financial needs of the library to the public and to the local officials?

always nearly always often sometimes seldom never don't know

Comments:

6. Does the Director see that complete and accurate records concerning finances, personnel, property inventory and annual reports are on file at the library?

always nearly always often sometimes seldom never don't know

Comments:

III. Personnel

1. Does the Director have the respect of his/her fellow workers?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director's attitude contribute to good staff relationships?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director hire and direct staff in keeping with library personnel policies?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director cooperate with the board in achieving needed improvements in working conditions, salary scale and fringe benefits?

always nearly always often sometimes seldom never don't know

Comments:

5. Is Director able to stimulate and guide others?

always nearly always often sometimes seldom never don't know

Comments:

IV. Service and Community Relations

1. Does the Director select and order books and materials or delegate this activity according to policies adopted by the board?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director seek innovative ways of providing library service to groups and individuals?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director work well with all kinds of community groups?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director have the respect of other community leaders and governing officials?

always nearly always often sometimes seldom never don't know

Comments:

V. General Job Performance

1. Does the Director set and maintain high standards of service?

always nearly always often sometimes seldom never don't know

Comments:

2. Does the Director accept constructive criticism?

always nearly always often sometimes seldom never don't know

Comments:

3. Does the Director maintain regular working hours and is thus readily accessible to the board, staff, officials and general public?

always nearly always often sometimes seldom never don't know

Comments:

4. Does the Director attend meetings essential to continuing education and library development?

always nearly always often sometimes seldom never don't know

Comments:

5. Does the Director pursue new concepts and procedures?

always nearly always often sometimes seldom never don't know

Comments:

(Where Appropriate)

6. Does the Director regularly visit each member library of the region and meet with local library boards?

always nearly always often sometimes seldom never don't know

Comments:

VI. Summary: Is the Director's maturity and personal growth in job concept and performance satisfactory?

Additional Comments:

Chapter 13

Trustee Orientation Program

Introduction

Orientation sessions for new trustees should be conducted as part of the agenda of regular board meetings. They will be better with the participation of all trustees and can provide a useful review for other board members. They could appropriately be conducted as part of the library board's annual review of long-range plans for the library.

If the board agenda is crowded, portions of the orientation program might be given by the president or another qualified trustee in the librarian's office. It should be remembered that orientation is a continuing process and cannot be accomplished in one session.

Suggested Outline

I. **Welcome of new members to the board**
   - A. Greetings and introductions.
   - B. Statement by board president on the board and the role of the individual trustee.

II. **Brief history of local library**
   - A. Suggested topics which may be presented either orally or

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in printed material.

1. The library's beginnings—the aims of the founders.
2. The financial status with sources of income, including local, state, and/or federal grants.
3. The library's goals and objectives.
4. The plan for achieving these goals and objectives.
5. A copy of the library budget.
6. The library organization chart.
7. List of personnel and the library pay scale.
8. Written policies.
9. Latest annual report.
10. Agendas and minutes of a few previous meetings.

III. **Responsibilities and duties**

A. Provide trustees with a copy of the local and state handbook for trustees. Refer to 1) state library law or local ordinances which set forth the legal basis of the library board, 2) Chapter 10 of Young's *The Library Trustee: A Practical Guidebook*, 3rd edition.

B. Clarify whether trustees are to be a policy-determining body for the library or an advisory board and what their responsibilities are for obtaining sufficient funds to meet library needs.

C. Summarize the primary responsibilities

1. Make everyone in the community aware of the library.
2. Secure adequate financial support.
3. Hire a competent director when the position becomes vacant.
4. Encourage continued growth and development of library staff.

IV. **Organizations for trustees**

A. The importance of associations and conferences in bringing together trustees and librarians where common problems are discussed, solutions offered, and future plans made.

B. Kinds of organizations

1. **Regional.** Explain your own state map or regions or districts. Discuss where regional meetings are usually held.
2. **State.** Give purpose of organization. Discuss membership in state association, the dues, the divisions of state association with emphasis on trustee section and its executive board, and the meetings. Annual state library association meetings provide a fine opportunity for trustees to obtain a statewide view of library service, in addition to receiving information and stimulation. Many libraries pay trustees' expenses when they attend state or regional meetings.
3. **National.** The American Library Association is the chief spokesman for the modern library movement in North America. It is an organization of libraries, librarians, trustees, Friends of the Library, publishers, and others interested in the promotion of the library and librarianship.

a. Encourage attendance at ALA annual conferences which are held each summer in various cities of the United States and Canada with special programs for trustees.

b. Encourage membership in ALA and the American Library Trustee Association (ALTA), a division of ALA. Many libraries pay the dues for trustees.

c. List the present officers of ALTA and some of the committees.

V. **Tour of library**

A. Introduce trustees to staff when convenient and possible.

B. Arrange for demonstrations of special services as appropriate and flexible.

VI. **Reading list for trustees** (see Appendix IX in Young's *The Library Trustee: A Practical Guidebook*, 3rd edition).

VII. **On-going orientation**

A. In subsequent meetings schedule reviews of existing library policies and the library's philosophy of service.

B. Ask the director to arrange for various staff members to meet with the board on occasion for discussions with them about their areas of responsibility, interests, and concerns.

*Prepared by the American Library Trustee Association, 1960; revised 1963, 1968, 1978.

Local Documents

Chapter XV
Local Documents

The following local documents should assist the board in its activities and might profitably be kept in this section.

▪ *Library Related*

- Ordinance/resolution creating the library
- Board bylaws
- Long-range and annual plan
- Policies of service
- Personnel policies
- Annual budget
- Last annual report
- Risk management information

▪ *Community Related*

- Latest census count for service area (with appropriate breakdowns.)
- Latest municipal or county budget (or summary.)
- Names and telephone numbers of local, state and national officials.

Chapter 14

Library Terms and Acronyms

Library Terms

The following terms are either in widespread use within the Alabama library community or are in the process of being adopted for such use.

Academic Library - a library which is administratively a part of a junior college, a college or university.

Access - availability of the library and its resources to the geographic or otherwise determined service area. In a larger sense, the ability of potential users to reach sources of information through a library and its cooperative links to other libraries or potential sources of information.

Accredited Library Program - a program at a college or university offering a graduate degree in library education which meets standards of the American Library Association (ALA) and is officially accredited by ALA's Committee on Accreditation.

Acquisition - the process of acquiring through purchase, gift or other means the materials which make up a library's collection.

Administration - the management of the library, generally delegated to the library director by the library board under policies adopted by the board for the director's guidance.

Administrator - APLS generic title for head librarians, directors, etc.

Affirmative Action - the commitment to insure equal employment opportunity through administrative procedures applying to methods of recruiting, training and promotion.

ALA - see American Library Association.

AlaLA - see Alabama Library Association.

ALICAT - the Alabama Library Catalog - a computer output microform (COM) catalog listing a considerable amount of the collection of a number of Alabama libraries whose cost is underwritten by the Alabama Public Library Service.

ALIN - the Alabama Interlibrary Loan Network - a statewide system of interlibrary loan financed by the Alabama Public Library Service.

ALTA - American Library Trustee Association - Division of ALA.

Alabama Library Association, Inc. - often known by its initials AlaLA this association, founded in 1904, seeks to "promote the welfare of libraries of all types and the professional interests of librarians in the State of Alabama."

Alabama Library Association, Trustees & Friends Division - its membership is composed of trustees and friends of public libraries from all parts of the state.

Alabama Public Library Service - often known by its initials APLS, the Alabama Public Library Service is the state library agency of Alabama. APLS has, by law, statutory goals of promoting public library development and library cooperation for the benefit of the residents of Alabama.

American Library Association - founded in 1876, the American Library Association (ALA) is the oldest and largest library association in the world. The Alabama Library Association (AlaLA) is a chapter of ALA.

APLS - see Alabama Public Library Service.

Attorney General's Advisory Opinion - a legal interpretation of the law issued to a public official or body clarifying the intent of the law in a particular case. Public officials or bodies acting under an advisory opinion specifically addressed to them are not held to be legally liable if a court decision subsequently holds the opinion to be in error.

Audiovisual - materials such as films, audiotapes, videotapes and records which are non-print in nature.

Borrowers - see Users.

Branch Library - a unit with separate quarters, a permanent basic collection of books, a permanent staff and a regular schedule, all administered from a central library.

Call Numbers - the notation used to identify a particular book or other library material in order to retrieve it after it has been added to the library's collections.

Card Catalog - an individualized list of books, maps, etc., grouped according to a definite plan (such as alphabetically by author/title, or subject). Entries are made on cards of uniform size and quality and the cards stored in the desired order on their edges in drawers.

Cataloging - the process of describing an item in the collection and assigning a classification (call) number.

Certification - in library concerns the requiring of certain qualifications for library positions.

Circulation - the planned activity of a library in lending materials to borrowers and the recording and control of these loans. Also refers to the statistics showing use of the library via a count of materials circulated to borrowers. Also the department or area of the library which receives returned materials and checks out circulating materials to the user.

City-County Library - a public library established by joint contractual agreement between county and municipal governments with local tax appropriations for library service and selection of board members as may be agreed upon by the contracting parties.

Code of Alabama 1975 - the latest general compilation of the laws of the State of Alabama supplemented annually by volumes containing subsequent legislation.

Collection - the total accumulation of materials acquired by a library for the use of its patrons.

COM Catalog - Computer Output Microform catalog - a computer-generated catalog printed onto microfilm or microfiche. In a number of Alabama Libraries the COM catalog is replacing the traditional card catalog.

Community - a community is a public library's total service area as defined by its authorizing resolution or ordinance. Also one sector of a public library's legal service area i.e., the aged community, the school community, the business community, meidcal community, etc.

County Library - a public library legally established by county resolution with operating funds from county tax appropriations and board members appointed by the county commission.

Countywide Services - bookmobile, books-by-mail, deposit collections, contracting for services and/or any combination of these services as approved by APLS.

Degreed Librarian - a librarian with a master's degree from an accredited library program.

Deposit Station - an outlet, usually housed in shared quarters, having no permanent collection or staff and administered by a central library.

Dewey Decimal System - a system of numbers first devised by Melvil Dewey to classify library materials by subject matter and item. Extensively used in public and other libraries to organize collections and to place books on shelves in order.

Director - usual term for the head librarian in an Alabama public library.

Executive Sessions - see secret sessions.

Extension Services - library services other than those offered in a central library. May include branch libraries, bookmobiles, books by mail, services to institutionalized, etc.

Freedom to Read - a policy statement adopted by the American Library Association and the Association of American Publishers determining the roles of librarians and publishers in defending the right of individuals to read as they choose. See Chapter VIII, Appendix VIII-B — *Freedom to Read.*

Freedom to View - a policy statement of the Educational Film Library Association advancing the need for broad and uncensored access to films and other audiovisual materials. See Chapter VIII, Appendix VIII-C — *Freedom to View.*

Friends of the Library - a group of community residents who, borrowing the name of a library, unite to assist and promote that library's activities. Friends groups are often non-profit corporations operating with U.S. Internal Revenue Service tax-exempt status.

FOAL - Friends of Alabama Libraries, Inc. (FOAL) is a statewide Alabama organization created to advance the public's interest in quality library services.

Governing Body - the county commission (s) or city council (s) who, by ordinance or resolution, created an Alabama public library. Alternatively, a library board is the governing bodv of an Alabama public library.

Holdings - another name for a library's collection.

Intellectual Freedom - a general term for the right to read and view widely without censorship.

Interlibrary Cooperation - cooperation among libraries.

Interlibrary Loan - both a single borrowing by one library from another in order to serve the user and a system of interlibrary cooperation which allows libraries to borrow materials for their users from libraries of all types within their state, nationwide, or accross international boundaries.

Joint Library - a library created through a contract between or among two or more municipal libraries, county libraries, municipalities or counties under Section 11-90-4 of the *Code of Alabama 1975* "in lieu of establishing or maintaining free public libraries exclusively for a single county or municipality."

LC Classification - a system for classifying library materials developed by the Library of Congress.

Library Bill of Rights - a statement by the American Library Association stressing the need for libraries to provide materials embodying a wide variety of ideas. See Chapter VIII, Appendix VIII-A — *Library Bill of Rights.*

Library Board - the legal name for the appointed body charged with the governance of an Alabama public library. "The government and supervision of such libraries shall be vested in a library board . . ." *(Code of Alabama 1975)* Section 11-90-2.

Library Materials - the possible resources which a library might possess; materials include books; periodicals; pamphlets; government documents; newspapers; photographs; films; slides; filmstrips; original art; art reproductions; music scores; maps; audio recordings; video tapes; microfilm; microfiche; television; tape recorders; record players; video tape players; realia (toys, plants, etc.), sewing patterns, etc.

Library of Congress (LC) - the library officially charged by law with serving the U.S. Congress. In many ways, LC serves as a national library cataloging books while they are still in the publication process, providing catalog cards which can be available as soon as the book is purchased by libraries.

Library Services and Construction Act (LSCA) - the current federal program providing funds for public library development and interlibrary cooperation. Two Alabamians, Senator Lister Hill and Congressman Carl Elliott are chiefly responsible for the enactment of this national legislation.

MLS - traditional shorthand for a master of library service, library science, library and information services, etc., taken as a fifth year degree. Where no system of certification exists providing other definitions the MLS from an accredited library program is generally considered, by the public and library profession alike, to be the distinguishing feature of a professional librarian.

Materials Selection Policy - the policy adopted by the library board under which library materials are acquired.

Media - printed and audio-visual forms of communication and any necessary equipment required to render them usable. Alternatively, the shortened form of mass media, a term which refers to newspapers, radio and television stations, cable broadcasting, or other forms regularly utilized to convey information to the public.

Member Library - a local public library affiliated with a single or multi-county joint library.

Minutes - the legal record of a library board's decisions at its meetings.

Microforms - materials in reduced size on film, neithers sheet (microfiche) or roll (microfilm). Special equipment is required to read microforms.

Mill Levy - the number of mills (one mill equals one-tenth of a cent) which is multiplied by the valuation (assessed or adjusted) of property to determine the amount of tax to be paid by the property owner.

Multi-type Library Network - a cooperative organization of libraries of all types including schools, public, academic and special working together to provide good library service to their patrons by sharing resources and materials.

Municipal Library - a public library legally established by municipal ordinance with operating funds from city tax appropriations and board members appointed by municipal government.

Network - a term used to describe various forms of cooperation among libraries, generally involving some type of computer communication but also referring to mail and courier services which deliver resources from one place to another under cooperative agreements.

Non-member Library - a local public library not affiliated with a single or multi-county regional library.

Non-resident - an individual not residing within the governmental unit which provides funding for a public library.

OCLC, Inc. - presently the On-line Computer Library Center, Inc. - formerly the Ohio College Library Center, located in Columbus, Ohio. Through its computer holdings listing millions of cataloged works and its ability to provide cataloging information to libraries, OCLC has become one of America's best known library networks. Interlibrary loans, serials record maintenance and acquisitions, may also be carried out on OCLC computer terminals housed in member libraries.

Outreach Programs - see Extension Services.

Patrons - see Users.

Periodicals - publications with a distinctive title intended to appear in successive numbers or parts at stated or regular intervals and, as a rule, for an indefinite time.

Professional Librarian - variously defined as a librarian with a graduate library degree from a program accredited by the American Library Association (ALA) and, in some states where certification is available, a librarian possessing other acceptable education and experience.

Policy - rules, regulations and guidelines for the operation of the library adopted by the library board and recorded in its minutes.

Processing - an inclusive term for the preparation of books and other materials in order to make them available to the library's users. Some of the materials are ordered pre-processed or ready for the shelf when delivered. Processing may include cataloging, preparation of cards, putting in book pockets and making protective covers.

Public Library - an Alabama public library is a legal entity created under the *Code of Alabama 1975*, Sections 11-90-1 to 11-90-4 (Chapter 90 - Free Public Libraries) or Sections 11-57-1 to 11-57-26 (Chapter 57 - Public Library Authorities).

Public Library Division - Division of the Alabama Library Association to which public librarians generally gravitate because of its orientation towards public library concerns.

Reciprocal Borrowing - the ability of a person registered at one library to borrow materials in person from another library through an agreement between the two libraries.

Regional Library - a single or multi-county library so designated by the Alabama Public Library Service providing materials and services throughout a geographical area by means of branches, bookmobiles, books-by-mail, deposit stations and/or other delivery procedures on a regular basis.

Selection - the process of choosing the books and other materials to be bought by a library or added by other means to its collection.

Serials - publications that are issued regularly in sequence, such as magazines, journals, and newsletters. Termed serials because these publications carry serial numbers indicating volume and issue. Includes periodicals.

Shelflist - the inventory of items as they will be found on the shelf in the library.

SOLINET - the Southeastern Library Network, Inc., a cooperative regional library network which brokers OCLC products and processes as well as providing other services to member libraries in the American Southeast.

Special Library - a library serving users with specialized needs ranging from research library of a private industry to a state library in a correctional institution.

State Aid - annual funds appropriated by the Legislature of the State of Alabama to the Alabama Public Library Service (APLS) to be distributed under APLS state aid criteria to the state's public libraries for the purpose of supplementing local funding and providing greater public access to public library collections.

Standards - measures of quantity and quality against which a library can measure its progress towards minimum recommendations.

Trustees - traditional name for the members of Alabama's public library boards.

Trustees and Friends Division - the division of the Alabama Library Association, Inc. most concerned with the needs of public library trustees.

Union Catalog - a listing of the holdings (collections) of a number of libraries, usually those in a cooperative relationship. ALICAT, the Alabama Interlibrary Catalog, funded by the Alabama Public

Library Service, is the largest union catalog in Alabama.

Users - the generally accepted library term for individuals who avail themselves of a library's resources. Related terms include borrowers, patrons, and clientele.

Vertical File - items such as pamphlets, clippings and pictures which, because of their shape and form, are filed vertically in drawers for ready access.

Weeding - the selection of library material from the collection to be discarded or transferred to storage. Used to keep a collection manageable, timely and effective.

Library Acronyms

AALS	Association of American Library Schools
AASL	American Association of School Libraries
ABA	American Booksellers Association
ACRL	Association of College and Research Libraries
ALICAT	Alabama Interlibrary Catalog*
ALIN	Alabama Interlibrary Loan Network*
AlaLA	Alabama Library Association, Inc.*
ALA	American Library Association
ALTA	American Library Trustee Assoication
APLS	Alabama Public Library Service, Inc.*
ASCLA	Association of Specialized and Cooperative Library Agencies
ASLA	American School Librarians Association
CBC	Children's Book Council
CLENE	Continuing Library Education Network and Exchange
CLR	Council of Library Resources
CNLA	Council of National Library Associations
ED	U.S. Department of Education
EFLA	Educational Film Library Association
FOAL	Friends of Alabama Libraries, Inc.*
FTRF	Freedom to Read Foundation
IFC	Intellectual Freedom Committee
IFLA	International Federation of Library Associations and Institutions
JOLA	Journal of Library Automation
LAMA	Library Administration and Management Association
LC	Library of Congress
LED	Library Education Division (ALA)
LJ	*Library Journal*
LSCA	Library Services and Construction Act
MLS	Master of Library Service, Master of Library Science
NCLIS	National Commission on Library and Information Science
NLW	National Library Week
OLOS	Office for Library Outreach Services

OLPR	Office for Library Personnel Resources
PAL	Program Aids for Libraries
PLA	Public Library Association
PLT	*Public Library Trustee*
PRSA	Public Relations Society of America
SCOLE	Standing Committee on Library Education
SDE	Alabama State Department of Education*
SLA	Special Libraries Association
WLB	*Wilson Library Bulletin*

* Alabama entities

Chapter 15

Further Assistance: A Bibliography

This bibliography was compiled by the Alabama Public Library Service Information Services staff. The letters APLS will appear after listings of materials held in the Alabama Public Library Service collections. Where such an item is owned by APLS the call number will also be given. VF, where it appears means "vertical filing." AV refers to "audiovisual."

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